



# Medium-Term Budget

2010/11 - 2013/14



**Cacadu**  
DISTRICT MUNICIPALITY  
*Province of the Eastern Cape*  
*progress through development*

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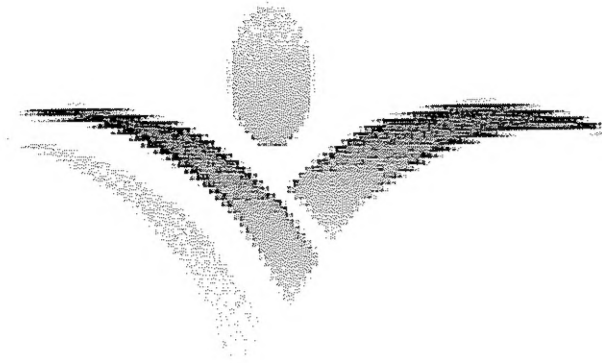
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# **PART 1**

## **ANNUAL BUDGET**

# **CHAPTER 1**



## **Mayor's Report**



**BUDGET SPEECH DELIVERED BY THE EXECUTIVE MAYOR OF THE  
CACADU DISTRICT MUNICIPALITY, COUNCILLOR MLUNGISI MVOKO  
IN THE CACADU DM COUNCIL CHAMBER, STANDARD BANK  
BUILDING, GOVAN MBEKI AVENUE, PORT ELIZABETH**

**Chief Whip of Council: Councillor Williams**

**Mayors and Speakers**

**Members of the Mayoral Committee**

**Fellow Councillors**

**Leaders of all Political Parties**

**Managers and Officials of Council**

**Members of the Community**

**Distinguished Guests**

**The Media**

**Fellow Citizens**

# **EXECUTIVE MAYOR'S BUDGET SPEECH**

## **1. Introduction**

Mr Speaker, fellow councilors, officials, members of the public and media, you are welcome to this Council meeting. Today we are to consider the IDP and Budget for the 2010/2011 financial year.

Mr Speaker as we are nearing the end of our term of office it is again an honour and privilege for me to present the IDP and budget to Council.

The Medium Term Budget for the period was prepared for the first time according to the requirements of the new Municipal Budget and Reporting Regulations promulgated on 17 April 2009. The object of these regulations is to secure sound sustainable management of the budgeting and reporting practices of municipalities and municipal entities by establishing uniform norms and standards and other requirements for ensuring transparency accountability and appropriate lines of responsibility in budgeting and reporting processes. I am confident that this new budget and reporting requirement will significantly improve financial management practices in our municipalities.

At a time like this we have to be mindful of the progress that we have made with regard to achieving our development objectives in the district and the needs that still have to be addressed as more fully detailed in the IDP.

The financial position of the Cacadu District Municipality is still strong, although it has a weak tax base. The Cacadu District Municipality achieved unqualified audit reports in 2006/7, 2007/2008 and 2008/2009 financial years reflecting the drive towards financial management excellence in the Cacadu District Municipality. In the 2008/09 financial year the Cacadu District Municipality achieved a spending of R237.0 million of the total capital and operating budget. The overall forecasted financial performance results for the 2009/2010 year reflect a forecasted total spending of R413.9 million and operating surplus of R10,7 million.

This year we are tabling a budget amounting to R279.4 million which represents a decrease of 36% over the 2009/2010 financial year adjusted budget. The decrease is mainly due to the conditional grant funds which targeting flood damaged areas in Kou-Kamma Local Municipality, which were spent in the previous financial year.

The Budget is more than a mere balancing of available revenue to meet expenditure needs. The budget is a policy instrument which seeks to transform our society with huge developmental needs.

## **2. Context**

According to recent population estimates population figures in Cacadu District were estimated to be 412 956. According to information received from Global Insight, the average growth rate of the district is estimated at 1.1% which is higher than the provincial growth rate. The population in the Cacadu District Municipality is concentrated in Makana, Kouga and Ndlambe with more than 50% of residents in the District residing in these municipalities. The remaining municipalities all have less than 50 000 inhabitants per municipality.

The percentage of people unemployed in the district in 2007 is 31.4% (Global Insight, 2008). There has been a gradual increase in the unemployment rate since 1996, which originally stood at 28.9%. The recent global recession and low growth rates predicted will undoubtedly impact negatively on unemployment figures and contribute to increased poverty levels in the district.

## **2.1 End of Term Report**

Mr Speaker it is important that we recognize that we are ending our term of office early in 2011 and that we need to review the outcomes of our efforts.

We have the responsibility to answer the questions and report on the following:

- Have we achieved the development objectives detailed in the IDP? These are:
  - Infrastructure Investment
  - Capacity Building and Support to Local Municipalities
  - Promotion of Economic Development
  - Providing community services

These development objectives and projects linked to them all have the intention of improving the sustainable quality of life in the district.

With this question in mind, I intend tabling an end of term report before the end of 2010 to report on our successes, challenges and failures.

## **3. IDP and Budget**

Mr Speaker, the IDP, is the District's 5 year plan that guides development and service delivery. The IDP is based on the needs of the community and the district stakeholders. The IDP should respond to the challenges of economic growth, infrastructure and poverty in the district. The IDP outlines the 5 year strategic objectives, key performance indicators and targets programmes and the delivery agenda for the year ahead. The IDP also provides an overview of intergovernmental alignment, summarises the Spatial Developmental Framework and outlines the Performance Management System.

In 2007, the Cacadu District Municipality approved its 5 year IDP for the 2007 – 2011 electoral term. The Municipal System Act requires a municipality to review its IDP annually, taking into account an assessment of its performance as well as changes in priorities and external circumstances.

### **3.1 Key IDP Interventions**

Mr Speaker, the Cacadu District Municipality has identified a number of key IDP interventions. These represent flagship programmes that will accelerate the achievement of the principles contained in our Growth and Development Strategy.

1. Building sound relationships with Local Municipalities
2. Revitalising Local Government support and capacity building
3. Launch District Wide initiatives to address water crises.

4. Strengthen the Cacadu District Municipality's role as a facilitator of inter governmental and stakeholders co-ordination

#### **4. High level overview of the 2010/2011 Budget**

The Budget is delivered in a period where the world's economies are emerging from Global Economic instability and inadequate revenue sources.

The Cacadu District Municipality's projected overall spending envelope for the 2010/2011 Medium Term Budget (MTB) amounts to R279.4 million, which includes R49,3 million in respect of Primary Health Care Services. It is required that Primary Health Care be treated as a Conditional Grant. Approximately R6.2 million will be invested in capital infrastructure mainly in the District Management Area (DMA), and the purchase of vehicles, furniture and equipment.

Unfortunately, the Eastern Cape Department of Health has only allocated R34 million for the 2010/2011 financial year for PHC services, which is almost R5 million less than the previous financial year. The reduction in the funding for PHC services will impact negatively on the community as budgets will have to be cut according to available financial resources.

The operating budget provides for many projects amounting to R140.6 million as more fully detailed in the budget document. Since these projects were identified numerous important events have unfolded which will impact on strategies and on the list of projects that have been identified. The Department of Local Government and Traditional Affairs is implementing a Local Government Turn Around Strategy (LGTAS) and Municipal Capacity Assessment Tool to assist municipalities to develop their Turn Around Plans (TAP's). This intervention took place a week before this Council meeting and new projects are being aligned with the IDP. Therefore some projects may change. It will also be necessary to analyze the support needs of local municipalities which will be detailed in their TAP's. The good news however is that the amount set aside for projects will not be reduced and may even be increased.

##### **4.1 Economic Landscape**

The Budget must be evaluated against the backdrop of challenging and unstable global economic developments. The volatility in global markets especially financial and oil markets will impact negatively on inflation.

The South African economic environment has not escaped the effects of the global recession. Fortunately the current inflation statistics indicate a downward trend and the South African Reserve Bank is optimistic that inflation will remain within the inflation target range of 3% to 6% in the medium term. The recent tariff increases by Eskom and the increase in the fuel levy will however impact significantly on consumer prices of goods and services.

##### **4.2 Implementation of Municipal Property Rates Act**

The implementation of the new property rates policy supported by a new valuation roll was completed in the 2009/2010 financial year.

The new system was implemented for the first time and the main features are:

- full market valuation of properties; and
- a new property rates policy

The valuation roll contains properties valued at R942 899 070 million.

#### **4.3 Tariffs**

The current tariffs were increased by 8%. Every resident who finds himself / herself in a situation where he / she cannot afford to pay the advertised tariffs is required to apply for a free basic service in terms of the Municipality's Indigency Policy.

### **5. Medium Term Operating and Capital Budget for 2010/2011**

#### **5.1 Revenue**

Mr Speaker, the total Operating Revenue Budget excluding PHC is estimated at R230.1 million. Revenue derived from Equitable Share of National Revenue and the Levy Replacement Grant amounts to R18,3 million and R51,1 million, respectively. Investment interest and contribution from the accumulated surplus account amounts to R24.9 million and R36.5 million, respectively. Conditional Grant funding to finance project expenditure amounts to R87,8 million. It is evident from the details provided in the budget that the municipality is totally dependant on grant funding from the National Treasury to finance its operations.

#### **5.2 Allocation Per Vote**

<b>Expenditure by Vote to be appropriated</b>	<b>Amount R'000</b>	<b>%</b>
Executive and Council	48 586	17.5
Finance and Corporate Service	35 341	12.6
Planning and Development	24 416	8.7
Health	58 040	20.8
Community and Social Services	201	0.1
Housing	3 483	1.2
Public Safety	14 417	5.2
Sport and Recreation	1 599	0.6
Waste Management	20	-
Roads	10 436	3.7
Water	72 975	26.1
Electricity	2 074	0.7
Other	7 855	2.8
<b>Total Expenditure by Vote</b>	<b>279 442</b>	<b>100%</b>



## Conclusion

Mr Speaker, in conclusion I express my heartfelt gratitude to:

- the members of the Mayoral Committee for providing the necessary political oversight during the budget process;
- the municipal manager and departments;
- the Chief Financial Officer and his budget team as well as officials who have played an important role in the compilation of the budget;

Honourable Speaker I now formally table the 2010/2011 medium term budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

# **CHAPTER 2**



## **Resolutions**

## **CHAPTER 2**

### **RESOLUTIONS**

#### **Capital Budget**

##### **IT IS RECOMMENDED**

That the annual capital budget of R6.2 million for the year 2010/2011 and the estimates for the two projected outer years 2011/12 and 2012/13 for the Cacadu District Municipality be approved as set out in the following schedules:

- Capital budget by vote (Annexure "E")
- Capital budget by project. (Annexure "E")

#### **Operating Budget**

##### **IT IS RECOMMENDED**

That the annual Operating Revenue of R279.4 million and the Operating Expenditure of R279.4 million for the Cacadu District Municipality for the financial year 2010/11, and the indicatives for the projected medium term period 2011/12 and 2012/13 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on pages **13 – 24**.

That the supporting information contained in the 2010/11 – 2012/13 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

#### **Tariffs**

##### **IT IS RECOMMENDED**

That the tariffs and charges as tabled in the Council agenda in Annexure "F" be approved for the 2010/2011 financial year.

#### **Kouga Development Agency**

##### **IT IS RECOMMENDED**

That the attached budget in Annexure "I" be noted.

# **CHAPTER 3**



## **Executive Summary**

## **CHAPTER 3**

### **EXECUTIVE SUMMARY**

The Cacadu District Municipality's projected overall spending envelope for the 2010/2011 Medium Term Budget (MTB) amounts to R 279.4 million which includes R49,3 million in respect of Primary Health Care Services. It is required that Primary Health Care be treated as a Conditional Grant (for additional information refer Annexure "G"). Approximately R6,2 million will be invested in capital infrastructure mainly in the District Management Area (DMA), vehicles and furniture and equipment.

The 2010/2011 MTB has been prepared within the context of an unstable external economic environment, taking into account the implications of the recovering global economy.

Within the global recessionary environment and the local low-growth scenario, it is expected that the Cacadu District Municipality's revenue base will be adversely affected. The Cacadu District Municipality has also seen a slow increase in its revenue base with the introduction of the Levy Replacement Grant. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 48, the National Treasury provides some guidelines as to how municipalities can respond to the economic crisis in their budget preparations. Tough decisions are called for in the following areas:

- Managing all revenue streams, especially debtors;
- Protecting the poor from the worst impact of the economic downturn;
- Supporting meaningful LED initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base, by increasing spending on repairs and Maintenance; and
- Expediting spending on projects that are funded by conditional grants.

The National Treasury Circular 51 dated 19 February 2010, makes reference to the fact that the South African Economy is slowly recovering and that it will take some time for municipal cash flows to improve. Consequently municipalities have been advised to pay particular attention to managing debtors, all revenue and cash streams effectively.

Given the constraints on the revenue side, municipalities will again need to make some very tough decisions on the expenditure side this year. Priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the economic downturn;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.



National Treasury advises municipalities to pay special attention to controlling unnecessary spending on nice-to-have items and non-essential activities, such as travel, Councilor and staff perks, advertising and public relations activities. Attention should also be given to ensuring value for money is obtained when using consultancy and other outsourced services.

Municipalities must also ensure that their capital budgets reflect consistent efforts to address the backlogs in basic services and the refurbishment of existing network services.

Accordingly, the Cacadu District Municipality's 2010/2011 MTB was guided by the following principles:

- Producing a credible balanced budget;
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- Creating surplus cash to finance its projects;
- Collectively managing the costs down;
- Identifying alternative funding;
- Exploring new options for alternative revenue sources;
- Reviewing all Cacadu District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ensuring that administrative and non-service areas (administrative and support functions) have been reduced and savings identified that could be used towards service delivery areas;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Cacadu District Municipality will continue to implement cost reduction, mainly by scrutinising discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g budget book, ID, financial statements and other publications;
- Managing overtime;
- Managing breakaways;
- Managing down IT costs (no new laptops, computers, printers, etc);
- Delaying conferences and seminars;
- Renegotiating some of the contracts where necessary;
- Limiting purchasing of furniture; and
- Limiting office renovations.

The financial position of the Cacadu District Municipality is still strong. The Cacadu District Municipality achieved unqualified audit reports in 2006/07, 2007/2008 and 2008/2009 reflecting the drive towards financial management excellence in the Cacadu District Municipality. In the 2008/09 financial year the Cacadu District Municipality achieved a spending of R237,0 million of the total capital and operating budget. The overall forecasted financial performance results for the 2009/2010 year reflect an operating surplus of R10.7 million.

The Cacadu District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Cacadu District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2010/11 MTB continues to address the following key IDP interventions:

- Promotion of Economic Development;
- Infrastructure Investments and Infrastructure Maintenance and Planning in the district;
- Capacity Building and Support to local municipalities; and
- Provision of Community Services including environmental health services, primary health care services and disaster management services.

In response to the Municipal Property Rates Act, the Cacadu District Municipality introduced a new valuation roll, reflecting the market value of properties in the DMA. This includes the improvements that have been made on properties. The General Valuation Roll as at January 2009 has 1463 properties, with market value of R942 899 070.

Economists agree that the Eskom Tariff increase and the increase in the fuel levy is a substantial blow and one that will have a negative impact on both inflation and economic growth. There is no doubt that the cost of goods and services will increase and it has therefore been decided to increase tariffs and charges as well as the property rates by 8%.

In times like these where we are aware that the economic downturn has adversely impacted on households, especially the poorest of the poor households, we need to agree that creating jobs and increasing employment is South Africa's most critical objective.

The Cacadu District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme; and Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.

# **CHAPTER 4**



## **Annual Budget Tables**

## **CHAPTER 4**

### **ANNUAL BUDGET TABLES**

The Cacadu District Municipality's projected overall spending envelope for the 2010/2011 MTB amounts to R279.4 million which includes R49,3 million in respect of Primary Health Care Services. Approximately R6.2 million will be invested in infrastructure, vehicles, furniture and equipment items.

#### **Operating Budget**

The Cacadu District Municipality presents an Operating Revenue Budget of R279.4 million for the 2010/2011 financial year. This estimate represents a decrease of 51.9% for revenue over the 2009/2010 financial year. The decrease is as a result of the Kou-Kamma Flood Relief allocations which will be spent by 30 June 2010.

The table below sets out the medium-term revenue and expenditure budget for the 2010/2011 – 2012/13 period.

<b>Details</b>	<b>Forecast Budget 2009/10 Rm</b>	<b>Budget 2010/11 Rm</b>	<b>Estimate 2011/12 Rm</b>	<b>Estimate 2012/2013 Rm</b>
Revenue	424.6	279.4	163.1	173.1
Expenditure	413.9	279.4	163.1	173.1
Surplus (Deficit)	10.7	-	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in **Annexure "A"**.

The Cacadu District Municipality is projecting a balanced budget for 2010/2011, 2011/2012 and 2012/2013. Should any surpluses be realized these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

<b>Projects and Programmes</b>	<b>R'm</b>
Economic Development	18.4
Office of the Mayor	0.3
Infrastructure Services and Planning	108.7
Municipal Manager's office	5.9
Finance and Corporate Services	7.3
<b>Total</b>	<b>140.6</b>

## Financing of Projects & Programmes

Grants	R'm
GRANTS: PROVINCIAL	6.6
GRANTS: NATIONAL	81.2
ACCUMULATED SURPLUS	36.5
INTEREST	8.8
SUNDRY CREDITORS	4.1
REVENUE	3.4
<b>TOTAL</b>	<b>140.6</b>

### Revenue

The decrease of 51.9% in revenue is mainly as a result of the decrease in grant funding. (Kou-Kamma Flood Relief Grants)

### Tariffs

For the 2010/2011 year the tariffs for municipal services in the DMA will increase on average by 8%.

### Expenditure

The 3% increase in operating expenditure is mainly as a result of the anticipated salary increases of 8% and the reduction of general expenses.

In order to accommodate the increases in salaries it meant that all other expenditure was increased at a reduced rate or maintained at the current levels.

The 2010/2011 budget has been prepared on the basis of budget constraints, however it is acknowledged that Cacadu District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Cacadu District Municipality's budgeted balance sheet shows a continuation of a strong financial position in the outer years.

### Cash Position

The cash position is expected to decline in the current financial primarily because of the decline in revenue and also because Cacadu District Municipality has decreased its conditional grant expenditure (project spending), however cash and cash equivalents are expected to improve at the end of the 2010/2011 financial year and continue with a healthy working capital in the outer years.



DC10 Cacadu - Table A1 Budget Summary

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousands</b>									
<b>Financial Performance</b>									
Property rates	27	28	31	215	215	185	365	350	400
Service charges	185	192	213	234	234	244	244	246	249
Investment revenue	17,507	22,622	42,961	25,762	25,762	25,732	24,865	11,092	12,058
Transfers recognised - operational	115,532	187,272	201,114	288,316	366,661	352,148	211,077	142,026	150,946
Other own revenue	11,306	5,833	14,630	33,111	45,523	46,371	42,891	9,399	9,474
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>144,558</b>	<b>215,948</b>	<b>258,950</b>	<b>347,637</b>	<b>438,394</b>	<b>424,680</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
Employee costs	18,949	25,618	29,753	33,505	33,505	30,020	38,317	37,039	39,748
Remuneration of councillors	3,646	3,806	4,472	4,648	5,148	4,615	5,065	5,318	5,743
Depreciation & asset impairment	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
Finance charges	191	113	152	26	26	-	-	-	-
Materials and bulk purchases	16	13	13	15	15	15	15	16	16
Transfers and grants	76,160	136,411	145,316	225,530	309,026	300,312	148,157	75,340	80,980
Other expenditure	24,198	31,014	51,644	81,702	88,462	77,468	86,402	43,871	45,058
<b>Total Expenditure</b>	<b>125,205</b>	<b>199,495</b>	<b>233,346</b>	<b>347,637</b>	<b>438,394</b>	<b>413,941</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Surplus/(Deficit)</b>	<b>19,353</b>	<b>16,453</b>	<b>25,604</b>	<b>-</b>	<b>-</b>	<b>10,739</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital	290	2,163	172	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>19,643</b>	<b>18,616</b>	<b>25,776</b>	<b>-</b>	<b>-</b>	<b>10,739</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	<b>19,643</b>	<b>18,616</b>	<b>25,776</b>	<b>-</b>	<b>-</b>	<b>10,739</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital expenditure &amp; funds sources</b>									
Capital expenditure	950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036
Transfers recognised - capital	290	2,163	172	-	-	-	-	-	-
Public contributions & donations	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	660	1,674	3,571	6,759	6,484	6,484	6,176	4,433	4,036
<b>Total sources of capital funds</b>	<b>950</b>	<b>3,837</b>	<b>3,743</b>	<b>6,759</b>	<b>6,484</b>	<b>6,484</b>	<b>6,176</b>	<b>4,433</b>	<b>4,036</b>
<b>Financial position</b>									
Total current assets	258,720	395,399	418,252	242,070	264,643	260,752	271,512	282,592	282,334
Total non current assets	59,562	58,255	83,940	88,462	88,187	88,890	93,564	96,443	98,895
Total current liabilities	96,914	196,963	203,081	31,463	53,761	39,834	55,268	69,228	71,421
Total non current liabilities	49,091	47,110	49,873	49,830	49,830	49,830	49,830	49,830	49,830
Community wealth/Equity	172,276	209,581	249,239	249,239	249,239	259,978	259,978	259,978	259,978
<b>Cash flows</b>									
Net cash from (used) operating	(145,308)	133,088	30,534	(108,398)	(93,550)	(79,413)	(29,640)	5,697	8,163
Net cash from (used) investing	2,794	39	(3,112)	(6,738)	21	9	-	(11)	(11)
Net cash from (used) financing	758	-	(15)	(21)	(21)	(9)	-	11	11
<b>Cash/cash equivalents at the year end</b>	<b>177,816</b>	<b>310,943</b>	<b>338,350</b>	<b>223,193</b>	<b>244,800</b>	<b>258,937</b>	<b>215,160</b>	<b>220,857</b>	<b>229,020</b>
<b>Cash backing/surplus reconciliation</b>									
Cash and investments available	248,413	381,540	407,905	223,193	244,800	258,937	215,160	220,857	229,020
Application of cash and investments	217,384	408,503	434,193	77,577	120,869	130,469	54,729	72,615	94,646
<b>Balance - surplus (shortfall)</b>	<b>31,029</b>	<b>(26,964)</b>	<b>(26,288)</b>	<b>145,616</b>	<b>123,931</b>	<b>128,468</b>	<b>160,431</b>	<b>148,242</b>	<b>134,374</b>
<b>Asset management</b>									
Asset register summary (WDOV)	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
Renewal of Existing Assets	950	3,001	3,743	3,229	1,764	1,764	4,526	3,211	3,546
Repairs and Maintenance	1,287	638	1,033	493	2,752	2,400	2,244	2,261	2,293
<b>Free services</b>									
Cost of Free Basic Services provided	44	45	62	67	67	67	72	78	84
Revenue cost of free services provided	44	45	62	2,609	2,610	2,610	2,611	2,591	1,790
<b>Households below minimum service level</b>									
Water:	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-
Refuse:	70	70	70	70	70	70	70	70	70

DC10 Cacadu - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousand</b>									
<b>REVENUE ITEMS:</b>									
<b>Property rates</b>									
Total Property Rates	27	28	31	215	215	185	365	350	400
less Revenue Foregone									
Net Property Rates	27	28	31	215	215	185	365	350	400
<b>Service charges - electricity revenue</b>									
Total Service charges - electricity revenue									
less Revenue Foregone									
Net Service charges - electricity revenue	-	-	-	-	-	-	-	-	-
<b>Service charges - water revenue</b>									
Total Service charges - water revenue	163	170	191	173	173	180	180	181	182
less Revenue Foregone									
Net Service charges - water revenue	163	170	191	173	173	180	180	181	182
<b>Service charges - sanitation revenue</b>									
Total Service charges - sanitation revenue									
less Revenue Foregone									
Net Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-
<b>Service charges - refuse revenue</b>									
Total refuse removal revenue	19	21	21	20	20	23	23	24	26
Total landfill revenue	-	-	-	-	-	-	-	-	-
less Revenue Foregone	-	-	-	-	-	-	-	-	-
Net Service charges - refuse revenue	19	21	21	20	20	23	23	24	26
<b>Other Revenue by source</b>									
Fuel levy	-	-	-	-	-	-	-	-	-
Other revenue	7,436	4,898	14,648	32,184	44,596	45,409	41,873	8,331	8,353
Total 'Other' Revenue	7,436	4,898	14,648	32,184	44,596	45,409	41,873	8,331	8,353
<b>EXPENDITURE ITEMS:</b>									
<b>Employee related costs</b>									
Salaries and Wages	15,148	16,352	19,742	25,002	25,002	22,188	29,883	28,227	30,466
Contributions to UIF, pensions, medical aid	1,216	2,062	1,582	5,725	5,725	5,113	5,388	5,652	5,912
Travel, motor car, accom; & other allowances	1,653	1,744	2,193	1,950	1,950	1,941	1,964	2,061	2,225
Housing benefits and allowances	44	64	80	127	127	77	116	122	131
Overtime	71	-	-	-	-	-	-	-	-
Performance bonus	358	354	35	201	201	201	216	227	245
Long service awards	-	-	-	-	-	-	-	-	-
Payments in lieu of leave	458	548	648	500	500	500	750	750	750
Post-retirement benefit obligations	-	4,495	5,473	-	-	-	-	-	-
sub-total	18,949	25,618	29,753	33,505	33,505	30,020	38,317	37,039	39,748
Less: Employees costs capitalised to PPE	-	-	-	-	-	-	-	-	-
Total Employee related costs	18,949	25,618	29,753	33,505	33,505	30,020	38,317	37,039	39,748
<b>Contributions recognised - capital</b>									
List contributions by contract	-	-	-	-	-	-	-	-	-
Total Contributions recognised - capital	-	-	-	-	-	-	-	-	-
<b>Depreciation &amp; asset impairment</b>									
Depreciation of Property, Plant & Equipment	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
Lease amortisation	-	-	-	-	-	-	-	-	-
Capital asset impairment	-	-	-	-	-	-	-	-	-
Total Depreciation & asset impairment	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
<b>Bulk purchases</b>									
Electricity Bulk Purchases	-	-	-	-	-	-	-	-	-
Water Bulk Purchases	15	13	13	15	15	15	15	16	16
Total bulk purchases	15	13	13	15	15	15	15	16	16
<b>Contracted services</b>									
List services provided by contract	2,270	2,515	3,115	3,507	3,492	3,665	3,640	3,836	4,012
sub-total	2,270	2,515	3,115	3,507	3,492	3,665	3,640	3,836	4,012
Allocations to organs of state:									
Electricity	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-
Sanitation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total contracted services	2,270	2,515	3,115	3,507	3,492	3,665	3,640	3,836	4,012
<b>Other Expenditure By Type</b>									
Repairs and maintenance (to be deleted)									
Collection costs	332	157	119	100	100	12	12	-	-
Contributions to 'other' provisions	-	-	-	-	-	30	13,709	5,900	5,900
Consultant fees	-	-	-	-	-	-	-	-	-
Audit fees	-	-	-	-	-	-	-	-	-
General expenses	23,005	20,671	46,854	78,045	84,820	73,711	68,050	33,135	34,146
Total 'Other' Expenditure	23,336	20,828	46,973	78,145	84,920	73,753	81,762	39,035	40,046

DC10 Cadadu - Supporting Table SA2 Matrix Financial Performance Budget (revenue source/expenditure type and dept.)

Description	Executive and Council -	Finance and Corporate Services - Finance and Corporate	Planning and Development -	Health -	Community and social services -	Housing -	Public Safety -	Sport and Recreation -	Waste Management -	Roads -	Water -	Electricity -	Other -	Total
<b>R thousand</b>														
<b>Revenue By Source</b>														
Property rates	-	365	-	-	-	-	-	-	-	-	-	-	-	365
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	-	-	-	-	-	-	-	-	59	-	121	-	-	180
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	23	-	-	-	-	23
Service charges - refuse revenue	-	-	-	-	-	-	-	-	-	-	-	40	-	41
Service charges - other	-	-	-	-	1	-	-	-	-	-	-	-	-	985
Rental of facilities and equipment	-	970	-	-	-	15	-	-	-	-	-	-	-	970
Interest earned - external investments	-	24,845	-	-	-	1	-	-	13	-	6	-	-	24,865
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	-	33	-	-	-	-	-	-	-	-	-	-	-	33
Other revenue	4,642	6,869	11,050	190	200	1,822	7,401	899	-	200	6,600	2,000	-	41,873
Transfers recognised - operational	3,634	72,788	8,250	49,253	-	1,097	2,550	-	-	8,163	65,343	-	-	211,077
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contri)</b>	<b>8,276</b>	<b>105,869</b>	<b>19,300</b>	<b>49,443</b>	<b>201</b>	<b>2,935</b>	<b>9,951</b>	<b>899</b>	<b>95</b>	<b>8,363</b>	<b>72,070</b>	<b>2,040</b>	<b>-</b>	<b>279,442</b>
<b>Expenditure By Type</b>														
Employee related costs	14,922	10,912	4,177	1,078	-	504	3,291	-	-	1,888	811	-	733	38,317
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Debt impairment	-	1,000	-	-	-	-	-	-	-	-	-	-	-	1,000
Depreciation & asset impairment	680	630	46	43	-	5	29	-	5	19	19	-	12	1,487
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	-	15	-	-	-	-	-	-	-	-	-	-	-	15
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	520	2,370	350	-	-	-	200	-	-	-	-	-	100	3,640
Transfers and grants	2,133	4,902	8,250	49,253	-	1,097	1,550	-	-	8,163	65,343	-	-	140,590
Other expenditure	24,142	15,412	11,593	1,224	201	1,878	9,346	1,599	15	367	6,801	2,074	7,010	81,652
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>42,498</b>	<b>35,241</b>	<b>24,416</b>	<b>51,598</b>	<b>201</b>	<b>3,483</b>	<b>14,417</b>	<b>1,599</b>	<b>20</b>	<b>10,436</b>	<b>72,975</b>	<b>2,074</b>	<b>7,855</b>	<b>266,811</b>
<b>Surplus/(Deficit)</b>	<b>(34,222)</b>	<b>70,629</b>	<b>(5,116)</b>	<b>(2,155)</b>	<b>(0)</b>	<b>(548)</b>	<b>(4,466)</b>	<b>(700)</b>	<b>76</b>	<b>(2,073)</b>	<b>(904)</b>	<b>(34)</b>	<b>(7,855)</b>	<b>12,631</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>(34,222)</b>	<b>70,629</b>	<b>(5,116)</b>	<b>(2,155)</b>	<b>(0)</b>	<b>(548)</b>	<b>(4,466)</b>	<b>(700)</b>	<b>76</b>	<b>(2,073)</b>	<b>(904)</b>	<b>(34)</b>	<b>(7,855)</b>	<b>12,631</b>

DC10 Cacadu - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand	1									
<b>Revenue - Standard</b>										
<i>Governance and administration</i>		77,942	78,856	120,707	108,961	116,220	106,494	114,145	98,814	104,386
Executive and council		7,788	3,528	14,132	13,515	16,462	6,951	8,276	2,528	2,819
Budget and treasury office		63,183	72,188	102,013	89,638	92,950	92,925	99,145	69,358	94,324
Corporate services		6,970	3,140	4,561	5,809	6,809	6,607	6,724	6,928	7,243
<i>Community and public safety</i>		36,766	36,679	44,297	62,213	59,795	52,449	63,429	55,475	59,056
Community and social services		3,090	2,048	3,402	91	91	91	201	1	1
Sport and recreation		748	1,224	101	1,892	2,642	1,743	899	-	-
Public safety		1,420	2,874	4,179	8,241	7,516	8,091	9,951	3,651	3,651
Housing		9,958	3,876	698	3,835	3,987	1,396	2,935	16	16
Health		21,540	26,657	35,916	48,154	45,559	41,128	49,443	51,807	54,388
<i>Economic and environmental services</i>		19,625	86,083	83,768	156,702	234,388	237,740	27,663	-	-
Planning and development		8,785	6,272	6,421	13,938	29,098	33,163	19,300	-	-
Road transport		9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Environmental protection		1,361	806	-	-	-	-	-	-	-
<i>Trading services</i>		9,998	9,833	8,725	19,762	26,591	18,464	74,205	8,824	10,685
Electricity		28	81	41	7,911	7,870	5,870	2,040	40	40
Water		3,955	5,950	8,379	11,765	18,636	12,499	72,070	8,687	10,545
Waste water management		5,618	3,713	223	-	-	-	-	-	-
Waste management		397	88	82	85	85	95	95	97	100
<i>Other</i>	4	227	3	1,452	-	1,400	9,533	-	-	-
<b>Total Revenue - Standard</b>	2	144,558	211,454	258,950	347,637	438,394	424,680	279,442	163,112	173,126
<b>Expenditure - Standard</b>										
<i>Governance and administration</i>		42,574	40,967	64,964	71,691	78,598	71,790	83,927	75,197	78,982
Executive and council		21,489	22,212	38,896	40,276	43,871	39,547	48,576	38,947	41,054
Budget and treasury office		2,913	4,497	8,155	7,107	10,420	10,781	11,939	12,119	12,649
Corporate services		18,172	14,259	17,913	24,307	24,307	21,462	23,411	24,131	25,278
<i>Community and public safety</i>		48,704	51,859	56,646	74,655	72,517	69,014	77,740	69,504	73,137
Community and social services		3,141	2,093	3,457	92	92	91	201	1	1
Sport and recreation		1,019	2,006	537	2,392	3,142	2,443	1,599	700	700
Public safety		5,258	5,154	12,495	15,231	14,506	14,048	14,417	7,309	7,625
Housing		10,387	12,954	410	4,131	4,284	1,932	3,483	593	639
Health		28,899	29,651	39,747	52,809	50,493	50,500	58,040	60,901	64,172
<i>Economic and environmental services</i>		22,970	91,305	93,937	170,652	248,544	243,162	34,852	7,519	8,093
Planning and development		12,233	10,925	13,723	25,892	41,259	37,338	24,416	5,340	5,742
Road transport		10,738	80,380	80,214	144,759	207,285	205,824	10,436	2,179	2,352
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		10,541	10,506	10,106	20,598	27,427	18,808	75,068	9,741	11,691
Electricity		68	145	135	7,945	7,904	5,883	2,074	75	77
Water		4,844	6,641	9,740	12,634	19,505	12,905	72,975	9,645	11,593
Waste water management		5,618	3,713	223	-	-	-	-	-	-
Waste management		11	6	8	19	19	19	20	20	21
<i>Other</i>	4	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
<b>Total Expenditure - Standard</b>	3	125,205	195,000	233,346	347,637	438,394	413,941	279,442	163,112	173,126
<b>Surplus/(Deficit) for the year</b>		19,353	16,453	25,604	-	-	10,739	-	-	-

DC10 Cacadu - Table A2 Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>Revenue - Standard</b>									
<i>Municipal governance and administration</i>	77,942	78,856	120,707	108,961	116,220	106,494	114,145	98,614	104,386
Executive and council	7,788	3,528	14,132	13,515	16,452	6,961	8,276	2,528	2,819
Mayor and Council	3,370	1,120	10,395	9,037	9,667	1,545	1,643	1,738	2,029
Municipal Manager	4,312	2,381	2,324	1,317	4,021	2,629	2,133	790	790
Offices of the Directors	107	27	1,413	3,160	2,773	2,788	4,500	-	-
Budget and treasury office	63,183	72,188	102,013	89,638	92,950	92,926	99,145	89,358	94,324
Corporate services	6,970	3,140	4,561	5,809	6,809	6,607	6,724	6,928	7,243
Human Resources	278	177	405	330	1,330	1,732	1,383	1,385	1,387
Information Technology	107	126	-	-	-	-	-	-	-
Property Services	2,125	446	866	882	882	921	970	1,018	1,069
Other Admin	4,461	2,392	3,290	4,597	4,597	3,955	4,371	4,525	4,787
<i>Community and public safety</i>	36,766	36,679	44,297	62,213	59,795	52,449	63,429	55,475	58,056
Community and social services	3,090	2,048	3,402	91	91	91	201	1	1
Libraries and Archives	3,041	2,047	3,265	-	-	-	-	-	-
Museums & Art Galleries etc	-	-	-	-	-	-	-	-	-
Community halls and Facilities	-	-	-	-	-	-	-	-	-
Cemeteries & Crematoriums	49	1	138	91	91	91	201	1	1
Child Care	-	-	-	-	-	-	-	-	-
Aged Care	-	-	-	-	-	-	-	-	-
Other Community	-	-	-	-	-	-	-	-	-
Other Social	-	-	-	-	-	-	-	-	-
Sport and recreation	748	1,224	101	1,892	2,642	1,743	899	-	-
Public safety	1,420	2,874	4,179	8,241	7,516	8,091	9,951	3,651	3,651
Police	-	-	-	-	-	-	-	-	-
Fire	1,412	1,683	1,253	1,901	2,376	1,751	8,951	2,651	2,651
Civil Defence	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Other	8	1,191	2,925	6,340	5,140	6,340	1,000	1,000	1,000
Housing	9,968	3,876	698	3,835	3,987	1,396	2,935	16	16
Health	21,540	26,657	35,916	48,154	45,559	41,128	49,443	51,807	54,388
Clinics	21,540	26,657	35,916	48,154	45,559	41,128	49,443	51,807	54,388
Ambulance	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>	19,625	86,083	83,768	156,702	234,388	237,740	27,663	-	-
Planning and development	8,785	6,272	6,421	13,938	29,098	33,163	19,300	-	-
Economic Development/Planning	3,344	3,157	1,167	8,769	18,954	23,519	7,150	-	-
Town Planning/Building enforcement	5,442	3,115	5,254	5,169	10,144	9,644	12,150	-	-
Licensing & Regulation	-	-	-	-	-	-	-	-	-
Road transport	9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Roads	9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Public Buses	-	-	-	-	-	-	-	-	-
Parking Garages	-	-	-	-	-	-	-	-	-
Vehicle Licensing and Testing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Environmental protection	1,361	806	-	-	-	-	-	-	-
Pollution Control	-	-	-	-	-	-	-	-	-
Biodiversity & Landscape	-	-	-	-	-	-	-	-	-
Other	1,361	806	-	-	-	-	-	-	-
<i>Trading services</i>	9,998	9,833	8,725	19,762	26,591	18,464	74,205	8,824	10,685
Electricity	28	81	41	7,911	7,870	5,870	2,040	40	40
Electricity Distribution	-	-	-	-	-	-	-	-	-
Electricity Generation	28	81	41	7,911	7,870	5,870	2,040	40	40
Water	3,955	5,950	8,379	11,765	18,636	12,499	72,070	8,687	10,545
Water Distribution	3,955	5,950	8,379	11,765	18,636	12,499	72,070	8,687	10,545
Water Storage	-	-	-	-	-	-	-	-	-
Waste water management	5,618	3,713	223	-	-	-	-	-	-
Sewerage	5,618	3,713	223	-	-	-	-	-	-
Storm Water Management	-	-	-	-	-	-	-	-	-
Public Toilets	-	-	-	-	-	-	-	-	-
Waste management	397	88	82	85	85	95	95	97	100
Solid Waste	397	88	82	85	85	95	95	97	100
Other	227	3	1,452	-	1,400	9,533	-	-	-
Air Transport	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Tourism	227	3	1,452	-	1,400	9,533	-	-	-
Forestry	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	144,558	211,454	258,950	347,637	438,394	424,680	279,442	163,112	173,126



Standard Classification Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>Expenditure - Standard</b>									
<i>Municipal governance and administration</i>	42,574	40,957	64,964	71,591	78,598	71,790	83,927	75,197	76,982
Executive and council	21,489	22,212	38,896	40,276	43,871	39,547	48,576	38,947	41,054
Mayor and Council	7,867	7,597	22,409	18,816	20,326	19,140	22,883	20,439	21,177
Municipal Manager	9,488	10,142	10,335	11,891	14,435	12,017	14,970	12,128	13,096
Offices of the Directors	4,134	4,473	6,152	9,569	9,111	8,390	10,723	6,380	6,782
Budget and treasury office	2,913	4,497	8,155	7,107	10,420	10,781	11,939	12,119	12,649
Corporate services	18,172	14,259	17,913	24,307	24,307	21,462	23,411	24,131	25,278
Human Resources	1,767	2,232	2,554	5,440	5,440	5,065	5,105	5,242	5,465
Information Technology	1,497	1,600	1,749	1,999	1,999	1,973	2,092	2,239	2,407
Property Services	2,371	833	60	2,012	2,012	736	1,596	1,741	1,886
Other Admin	12,536	9,594	13,550	14,856	14,856	13,687	14,619	14,909	15,520
<i>Community and public safety</i>	48,704	51,859	56,646	74,655	72,517	69,014	77,740	69,504	73,137
Community and social services	3,141	2,093	3,457	92	92	91	201	1	1
Libraries and Archives	3,092	2,047	3,259	-	-	-	-	-	-
Museums & Art Galleries etc	-	-	-	-	-	-	-	-	-
Community halls and Facilities	-	-	-	-	-	-	-	-	-
Cemeteries & Crematoriums	49	46	198	92	92	91	201	1	1
Child Care	-	-	-	-	-	-	-	-	-
Aged Care	-	-	-	-	-	-	-	-	-
Other Community	-	-	-	-	-	-	-	-	-
Other Social	-	-	-	-	-	-	-	-	-
Sport and recreation	1,019	2,006	537	2,392	3,142	2,443	1,599	700	700
Public safety	5,258	5,154	12,495	15,231	14,505	14,048	14,417	7,309	7,625
Police	-	-	-	-	-	-	-	-	-
Fire	1,972	1,320	5,602	4,210	4,685	4,045	9,577	3,311	3,360
Civil Defence	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Other	3,286	3,834	6,893	11,021	9,821	10,003	4,840	3,998	4,265
Housing	10,387	12,954	410	4,131	4,284	1,932	3,483	593	639
Health	28,899	29,651	39,747	52,809	50,493	50,500	58,040	60,901	64,172
Clinics	28,209	29,616	39,269	52,809	50,493	50,500	58,040	60,901	64,172
Ambulance	-	-	-	-	-	-	-	-	-
Other	689	35	478	-	-	-	-	-	-
<i>Economic and environmental services</i>	22,970	91,305	93,937	170,652	248,544	243,162	34,852	7,519	8,093
Planning and development	12,233	10,925	13,723	25,892	41,259	37,338	24,416	5,340	5,742
Economic Development/Planning	5,577	5,080	5,218	15,046	25,438	24,237	8,229	1,129	1,212
Town Planning/Building enforcement	6,656	5,844	8,506	10,846	15,821	13,101	16,187	4,210	4,529
Licensing & Regulation	-	-	-	-	-	-	-	-	-
Road transport	10,738	80,380	80,214	144,759	207,285	205,824	10,436	2,179	2,352
Roads	10,738	80,380	80,214	144,759	207,285	205,824	10,436	2,179	2,352
Public Buses	-	-	-	-	-	-	-	-	-
Parking Garages	-	-	-	-	-	-	-	-	-
Vehicle Licensing and Testing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Environmental protection	-	-	-	-	-	-	-	-	-
Pollution Control	-	-	-	-	-	-	-	-	-
Biodiversity & Landscape	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Trading services	10,541	10,506	10,106	20,598	27,427	18,808	75,068	9,741	11,691
Electricity	68	145	135	7,945	7,904	5,883	2,074	75	77
Electricity Distribution	-	-	-	-	-	-	-	-	-
Electricity Generation	68	145	135	7,945	7,904	5,883	2,074	75	77
Water	4,844	6,641	9,740	12,634	19,505	12,906	72,975	9,645	11,593
Water Distribution	4,844	6,641	9,740	12,634	19,505	12,906	72,975	9,645	11,593
Water Storage	-	-	-	-	-	-	-	-	-
Waste water management	5,618	3,713	223	-	-	-	-	-	-
Sewerage	5,618	3,713	223	-	-	-	-	-	-
Storm Water Management	-	-	-	-	-	-	-	-	-
Public Toilets	-	-	-	-	-	-	-	-	-
Waste management	11	6	8	19	19	19	20	20	21
Solid Waste	11	6	8	19	19	19	20	20	21
Other	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
Air Transport	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-
Tourism	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
Forestry	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	125,205	195,000	233,346	347,637	438,394	413,941	279,442	163,112	173,126
<b>Surplus/(Deficit) for the year</b>	19,353	16,453	25,604	-	-	10,739	-	-	-

DC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

OC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)											
Vote Description		Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue by Vote		1									
Executive and Council -			7,788	3,528	14,132	13,015	15,962	6,961	8,276	2,528	2,819
Finance and Corporate Services - Finance and Corporate S			70,154	75,328	106,575	95,446	99,759	99,533	105,669	96,286	101,567
Planning and Development -			8,785	6,272	6,421	13,938	29,098	33,163	19,300	-	-
Health -			21,540	26,657	35,916	48,154	45,559	41,128	49,443	51,807	54,388
Community and social services -			3,090	2,048	3,402	91	91	91	201	1	1
Housing -			9,968	3,876	698	3,835	3,987	1,396	2,935	16	16
Public Safety -			2,781	3,681	4,179	8,241	7,516	8,091	9,951	3,651	3,651
Sport and Recreation -			748	1,224	101	2,392	3,142	1,743	899	-	-
Waste Management -			6,015	3,801	305	85	85	95	95	97	100
Roads -			9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Water -			3,955	5,950	8,379	11,765	18,636	12,499	72,070	8,687	10,545
Electricity -			28	81	41	7,911	7,870	5,870	2,040	40	40
Other -			227	3	1,452	-	1,400	9,533	-	-	-
0			-	-	-	-	-	-	-	-	-
0			-	-	-	-	-	-	-	-	-
Total Revenue by Vote		2	144,558	211,454	258,950	347,637	438,394	424,680	279,442	163,112	173,126
Expenditure by Vote to be appropriated		1									
Executive and Council -			19,542	22,222	38,905	40,286	43,881	39,557	48,586	38,957	41,067
Finance and Corporate Services - Finance and Corporate S			21,066	18,645	26,059	31,405	34,717	32,233	35,341	36,240	37,916
Planning and Development -			13,629	10,925	13,723	25,892	41,259	37,338	24,416	5,340	5,742
Health -			29,142	29,752	39,747	52,809	50,493	50,500	58,040	60,901	64,172
Community and social services -			3,141	2,093	3,457	92	92	91	201	1	1
Housing -			10,387	12,954	410	4,131	4,284	1,932	3,483	593	639
Public Safety -			5,258	5,154	12,495	15,231	14,506	14,048	14,417	7,309	7,625
Sport and Recreation -			1,019	2,006	537	2,392	3,142	2,443	1,599	700	700
Waste Management -			5,955	3,719	230	19	19	19	20	20	21
Roads -			10,738	80,380	80,214	144,759	207,285	205,824	10,436	2,179	2,352
Water -			4,844	6,641	9,740	12,634	19,505	12,906	72,975	9,645	11,593
Electricity -			68	145	135	7,945	7,904	5,883	2,074	75	76
Other -			416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
0			-	-	-	-	-	-	-	-	-
0			-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		2	125,205	195,000	233,346	347,637	438,394	413,941	279,442	163,112	173,126
Surplus/(Deficit) for the year		2	19,353	16,453	25,604	-	-	10,739	-	-	-

DC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Revenue by Vote</b>									
Executive and Council -	7,788	3,528	14,132	13,015	15,962	6,961	8,276	2,528	2,819
Councils Expenses	3,370	1,092	11,318	8,537	9,167	1,533	1,543	1,738	1,819
Mayoral Committee	-	28	(924)	-	-	12	-	-	-
Office of Municipal Manager	3	161	-	-	-	-	-	-	-
Office of the Speaker	-	-	-	-	-	-	-	-	-
Capacity Building	-	-	1,313	-	1,346	1,126	1,470	790	1,000
HIV/AIDS	3,320	-	-	-	-	-	-	-	-
Secretariat	25	-	-	-	-	-	-	-	-
Auxiliary Services	599	-	589	-	-	-	-	-	-
Performance Management	178	-	365	504	1,863	1,200	663	-	-
Executive support	-	-	-	-	-	-	-	-	-
Grants and donations	13	-	16	29	27	27	-	-	-
Special Projects; Youth, Gender, Disabled	173	2,220	42	785	785	276	-	-	-
Planning and Infrastructure Admin	-	-	-	-	-	-	-	-	-
Management Planning and Development	83	27	1,413	1,242	1,273	1,288	-	-	-
Management Economic Development	-	-	-	1,918	1,500	1,500	4,500	-	-
Management Finance and corporate	24	-	-	-	-	-	-	-	-
Finance and Corporate Services - Finance	70,154	75,328	106,575	95,446	99,759	99,533	105,869	96,286	101,567
Manager: Finance	-	-	-	-	-	-	-	-	-
Creditors	26	7	-	-	-	-	-	-	-
Financial Accounting Division	1,671	1,202	677	1,492	1,692	1,562	6,050	6,045	6,262
Revenue Collection	58,561	70,860	101,143	88,146	91,258	91,307	93,095	83,313	88,061
Manager: Corporate Services	-	-	-	-	-	-	-	-	-
Payroll Administration	50	46	27	30	30	32	33	35	37
Occupational Health	-	-	-	-	-	-	-	-	-
People Management	228	131	378	300	1,300	1,700	1,350	1,350	1,350
Information Technology	107	126	-	-	-	-	-	-	-
Estates	884	441	864	880	880	919	968	1,016	1,067
Estates: Rietbron	701	2	2	2	2	2	2	2	2
Estates: Other	540	3	-	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-	-	-	-
Pool Vehicle: Finance	(7)	16	-	-	-	-	-	-	-
Pool Vehicle: Infrastructure	-	-	-	-	-	-	-	-	-
Pool Vehicle: Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	25	-	-	-	-	-	-	-	-
Public Relations	395	(6)	24	30	30	30	30	30	30
Procurement	50	10	15	10	10	10	10	10	10
Rietbron: Administration	48	59	58	53	53	27	27	27	27
DMA Administration	51	132	-	-	-	43	-	-	-
Internal Audit and Control	-	-	-	-	-	-	-	-	-
Levies	2,925	119	193	-	-	57	-	-	-
Security and Cleaning	-	-	-	-	-	-	-	-	-
Finance Management and Support	362	283	138	569	569	545	653	685	738
Pensioners Expenditure	-	(1,579)	39	-	-	50	50	50	50
Pensioners Expenditure - Road works	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Pensioners Expenditure - Ambulance	-	519	-	596	596	-	-	-	-
Job Evaluation	640	-	-	-	-	-	-	-	-
Planning and Development -	8,785	6,272	6,421	13,938	29,098	33,163	19,380	-	-
Planning Unit	5,440	3,115	5,055	4,475	7,471	7,471	6,250	-	-
GIS Specialist	2	0	(23)	694	659	659	250	-	-
Project Management	-	-	-	-	2,014	1,514	5,650	-	-
HOD - Planning Unit	-	-	222	-	-	-	-	-	-
Local Economic Development	3,344	3,157	1,167	8,769	18,954	23,519	7,150	-	-
Trade and Investment	-	-	-	-	-	-	-	-	-
Health -	21,540	26,657	35,916	48,154	45,559	41,128	49,443	51,807	54,388
Clinics	-	1,541	34	-	194	494	-	-	-
Primary Health Care	17,528	20,845	31,355	43,143	39,954	39,954	49,253	51,617	54,198
Environmental Health - Management	-	-	-	-	-	280	-	-	-
Environmental Health	4,012	4,271	4,526	5,011	5,411	400	190	190	190
Community and social services -	3,090	2,048	3,402	91	91	91	201	1	1
Cemeteries	48	-	137	90	90	90	200	-	-
Rietbron Cemetery	1	1	0	1	1	1	1	1	1
Rietbron Library	-	-	-	-	-	-	-	-	-
Libraries	3,041	2,047	3,265	-	-	-	-	-	-
Housing -	9,968	3,876	698	3,835	3,987	1,396	2,935	16	16
Housing Management	9,957	3,862	685	3,819	3,971	1,380	2,919	-	-
Rietbron Housing	10	14	14	16	16	16	16	16	16
Public Safety -	2,781	3,681	4,179	8,241	7,516	8,091	9,951	3,651	3,651
Disaster Management	1,370	1,997	2,925	6,340	5,140	6,340	1,000	1,000	1,000
Fire Service	1,412	1,683	1,253	1,901	2,376	1,751	8,951	2,651	2,651
Sport and Recreation -	748	1,224	101	2,392	3,142	1,743	899	-	-
2010 World Cup	-	-	-	500	500	-	-	-	-
Sport Grounds	748	1,224	101	1,892	2,642	1,743	899	-	-

DC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Waste Management -	6,015	3,801	305	85	85	95	95	97	100
Rietbron Sanitation and Refuse	71	88	82	85	85	95	95	97	100
Waste Management	5,548	3,546	65	-	-	-	-	-	-
Waste Water	397	167	158	-	-	-	-	-	-
Roads -	9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Roads and Transport	9,479	79,004	77,347	142,764	205,290	204,577	8,363	-	-
Rietbron roads, streets	-	-	-	-	-	-	-	-	-
Water -	3,955	5,950	8,379	11,765	18,636	12,499	72,070	8,687	10,545
Water Services Authority	3,839	5,818	8,230	11,629	18,500	12,373	71,943	8,559	10,417
Rietbron water	116	133	149	136	136	126	127	128	128
Electricity -	28	81	41	7,911	7,870	5,870	2,040	40	40
Electricity - Other	25	81	41	7,871	7,830	5,830	2,000	-	-
Rietbron streetlights	3	-	-	40	40	40	40	40	40
Other -	227	3	1,452	-	1,400	9,533	-	-	-
Tourism, promotion and development	227	3	1,452	-	1,400	9,533	-	-	-
<b>Total Revenue by Vote</b>	<b>144,558</b>	<b>211,454</b>	<b>258,950</b>	<b>347,637</b>	<b>438,394</b>	<b>424,680</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>

DC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Expenditure by Vote</b>									
Executive and Council -	19,542	22,222	38,905	40,286	43,881	39,557	48,586	38,957	41,067
Councils Expenses	3,811	3,750	19,087	13,358	14,708	13,650	16,562	13,835	14,145
Mayoral Committee	3,904	3,394	2,309	4,099	4,099	4,038	4,503	4,724	5,061
Office of Municipal Manager	1,478	1,638	1,890	2,194	2,194	2,143	2,390	2,507	2,682
Office of the Speaker	—	452	1,012	1,358	1,358	1,292	1,658	1,720	1,812
Capacity Building	1,516	11	2,085	1,676	3,022	2,612	2,140	1,494	1,754
HIV/AIDS	3,472	21	807	1,341	1,341	993	1,171	1,240	1,332
Secretariat	911	812	1,169	1,336	1,336	1,364	1,525	1,600	1,717
Auxiliary Services	1,750	1,357	1,865	1,601	1,601	1,441	1,656	1,746	1,896
Performance Management	257	1	925	1,310	2,670	1,875	1,512	895	957
Executive support	(2,814)	556	337	371	371	366	401	420	452
Grants and donations	152	178	97	189	187	187	160	160	160
Special Projects; Youth, Gender, Disabled	964	5,567	568	1,147	1,147	571	3,491	1,507	1,532
Planning and Infrastructure Admin	—	—	572	728	728	625	685	719	774
Management Planning and Development	1,577	1,761	3,262	3,100	3,131	3,146	1,981	2,101	2,253
Management Economic Development	824	698	1,315	5,156	4,666	3,944	7,362	2,831	2,972
Management Finance and corporate	1,741	2,024	1,584	1,323	1,323	1,309	1,390	1,459	1,569
Finance and Corporate Services - Financial Manager: Finance	21,066	18,645	26,059	31,405	34,717	32,233	35,341	36,240	37,916
Creditors	333	403	461	562	562	2,080	600	627	670
Financial Accounting Division	2,509	2,660	2,512	3,305	3,505	3,377	8,123	8,236	8,607
Revenue Collection	(265)	1,691	4,026	832	3,945	4,089	2,014	2,061	2,132
Manager: Corporate Services	—	8	450	562	562	688	574	600	644
Payroll Administration	623	546	590	1,350	1,350	679	1,274	1,337	1,440
Occupational Health	11	2	1	8	8	4	4	4	4
People Management	1,133	1,677	1,512	3,520	3,520	3,697	3,255	3,303	3,381
Information Technology	1,497	1,600	1,749	1,999	1,999	1,973	2,092	2,239	2,407
Estates	813	730	(46)	1,621	1,621	622	1,291	1,423	1,555
Estates: Rietbron	723	—	4	47	47	19	120	126	132
Estates: Other	835	102	102	344	344	95	185	192	198
Legal Services	297	259	459	772	772	684	867	849	894
Pool Vehicle: Finance	54	(17)	(13)	20	20	—	—	—	—
Pool Vehicle: Infrastructure	(51)	162	162	—	—	—	—	—	—
Pool Vehicle: Economic Development	(69)	235	209	—	—	—	—	—	(1)
Asset Management	201	235	268	324	324	268	307	322	345
Public Relations	3,773	2,377	1,533	3,243	3,243	2,869	3,002	3,031	3,070
Procurement	160	245	217	292	292	312	347	365	391
Rietbron: Administration	366	457	131	184	184	184	185	191	198
DMA Administration	610	504	818	844	844	948	1,020	892	945
Internal Audit and Control	414	446	554	491	491	665	559	559	559
Levies	(86)	(713)	278	1,400	1,400	12	12	—	—
Security and Cleaning	630	923	972	1,075	1,075	1,088	1,141	1,189	1,249
Finance Management and Support	364	279	117	569	569	545	653	685	738
Pensioners Expenditure	2,746	285	5,662	3,598	3,598	3,588	3,565	3,734	3,835
Pensioners Expenditure - Road works	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Pensioners Expenditure - Ambulance	—	519	—	596	596	—	—	—	—
Job Evaluation	545	75	(0)	—	—	—	—	—	—
Planning and Development -	13,629	10,925	13,723	25,892	41,259	37,338	24,416	5,340	5,742
Planning Unit	6,675	4,491	6,441	7,386	10,382	8,277	7,650	1,473	1,590
GIS Specialist	267	177	72	1,079	1,044	1,058	694	468	505
Project Management	1,099	1,177	1,134	1,495	3,508	2,892	6,925	1,309	1,412
HOD - Planning Unit	11	—	858	887	887	875	917	960	1,023
Local Economic Development	5,577	5,080	5,209	14,706	25,098	24,237	7,854	736	787
Trade and Investment	—	—	9	340	340	—	375	393	425
Health -	29,142	29,752	39,747	52,809	50,493	50,500	58,040	60,901	64,172
Clinics	—	2,370	177	300	494	494	—	—	—
Primary Health Care	18,461	20,981	31,833	43,143	39,954	39,954	49,253	51,617	54,198
Environmental Health - Management	358	—	316	494	774	773	517	544	588
Environmental Health	10,324	6,401	7,421	8,672	9,272	9,279	8,270	8,739	9,386
Community and social services -	3,141	2,093	3,457	92	92	91	201	1	1
Cemeteries	48	45	198	90	90	90	200	—	—
Rietbron Cemetery	—	—	—	1	1	1	1	1	1
Rietbron Library	1	0	0	2	2	0	0	0	0
Libraries	3,092	2,047	3,259	—	—	—	—	—	—
Housing -	10,387	12,954	410	4,131	4,284	1,932	3,483	593	639
Housing Management	10,382	12,949	406	4,126	4,278	1,927	3,478	587	633
Rietbron Housing	4	5	5	5	5	5	6	6	6
Public Safety -	5,258	5,154	12,495	15,231	14,506	14,048	14,417	7,309	7,625
Disaster Management	3,266	3,834	6,893	11,021	9,821	10,003	4,840	3,998	4,265
Fire Service	1,972	1,320	5,602	4,210	4,685	4,045	9,577	3,311	3,360
Sport and Recreation -	1,019	2,006	537	2,392	3,142	2,443	1,599	700	700
2010 World Cup	200	750	436	500	500	—	—	—	—

DC10 Cacadu - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)A

Vote Description R thousand	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Sport Grounds	819	1,256	101	1,892	2,642	2,443	1,599	700	700
Waste Management -	5,955	3,719	230	19	19	19	20	20	21
Rietbron Sanitation and Refuse	11	6	8	19	19	19	20	20	21
Waste Management	326	-	-	-	-	-	-	-	-
Waste Water	5,618	3,713	223	-	-	-	-	-	-
Roads -	10,738	80,380	80,214	144,759	207,285	205,824	10,436	2,179	2,352
Roads and Transport	9,927	79,686	79,672	143,656	206,181	205,199	9,169	850	920
Rietbron roads, streets	810	684	542	1,104	1,104	625	1,267	1,329	1,431
Water -	4,844	6,641	9,740	12,634	19,505	12,906	72,975	9,645	11,593
Water Services Authority	4,754	6,603	9,654	12,513	19,384	12,804	72,857	9,519	11,457
Rietbron water	90	39	85	121	121	102	117	126	135
Electricity -	68	145	135	7,945	7,904	5,883	2,074	75	76
Electricity - Other	25	81	41	7,871	7,830	5,830	2,000	-	-
Rietbron streetlights	44	64	94	74	74	53	74	75	76
Other -	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
Tourism, promotion and development	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
<b>Total Expenditure by Vote</b>	<b>125,205</b>	<b>195,000</b>	<b>233,346</b>	<b>347,637</b>	<b>438,394</b>	<b>413,941</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Surplus/(Deficit) for the year</b>	<b>19,353</b>	<b>16,453</b>	<b>25,604</b>	<b>-</b>	<b>-</b>	<b>10,739</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Table A4 Budgeted Financial Performance (revenue and expenditure)

OC10 Cacadu - Table A4 Budgeted Financial Performance (revenue and expenditure)										
Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand	1									
<b>Revenue By Source</b>										
Property rates	2	27	28	31	215	215	185	365	350	400
Property rates - penalties & collection charges		-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	163	170	191	173	173	180	180	181	182
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	19	21	21	20	20	23	23	24	26
Service charges - other		3	1	0	41	41	41	41	41	41
Rental of facilities and equipment		822	869	878	897	897	931	985	1,033	1,084
Interest earned - external investments		17,507	22,622	42,961	25,762	25,762	25,732	24,865	11,092	12,058
Interest earned - outstanding debtors		-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-
Fines		-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-
Agency services		89	27	27	30	30	32	33	35	37
Transfers recognised - operational		115,532	187,272	201,114	288,316	366,661	352,148	211,077	142,026	150,946
Other revenue	2	7,436	4,898	14,648	32,184	44,596	45,409	41,873	8,331	8,353
Gains on disposal of PPE		2,959	39	(924)	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		144,558	215,948	258,950	347,637	438,394	424,680	279,442	163,112	173,126
<b>Expenditure By Type</b>										
Employee related costs	2	18,949	25,618	29,753	33,505	33,505	30,020	38,317	37,039	39,748
Remuneration of councillors		3,646	3,806	4,472	4,648	5,148	4,615	5,065	5,318	5,743
Debt Impairment	3	(1,408)	7,671	1,556	50	50	50	1,000	1,000	1,000
Depreciation & asset impairment	2	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
Finance charges		191	113	152	26	26	-	-	-	-
Bulk purchases	2	16	13	13	15	15	15	15	16	16
Other materials	8	-	-	-	-	-	-	-	-	-
Contracted services		2,270	2,515	3,115	3,507	3,492	3,665	3,640	3,836	4,012
Transfers and grants		76,160	136,411	145,316	225,530	309,026	300,312	148,157	75,340	80,980
Other expenditure	4, 5	23,336	20,828	46,973	78,145	84,920	73,753	81,762	39,035	40,046
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-
Total Expenditure		125,205	199,495	233,346	347,637	438,394	413,941	279,442	163,112	173,126
<b>Surplus/(Deficit)</b>										
	6	19,353	16,453	25,604	-	-	10,739	-	-	-
Transfers recognised - capital		290	2,163	172	-	-	-	-	-	-
Contributions recognised - capital		-	-	-	-	-	-	-	-	-
Contributed assets		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		19,643	18,616	25,776	-	-	10,739	-	-	-
Taxation		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after taxation		19,643	18,616	25,776	-	-	10,739	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-
Surplus/(Deficit) attributable to municipality		19,643	18,616	25,776	-	-	10,739	-	-	-
Share of surplus/ (deficit) of associate	7	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year		19,643	18,616	25,776	-	-	10,739	-	-	-



DC10 Cacadu - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand	1									
<b>Capital expenditure - Vote</b>										
<b>Multi-year expenditure to be appropriated</b>	2									
Executive and Council -		227	528	925	1,573	996	996	1,676	423	391
Finance and Corporate Services - Finance and Corporate Services		384	900	805	2,435	3,030	3,030	1,506	1,528	1,441
Planning and Development -		26	643	149	200	598	598	1,474	840	843
Health -		199	428	-	30	30	30	920	25	3
Community and social services -		-	-	-	150	150	150	-	-	8
Housing -		-	7	1	-	-	-	-	12	-
Public Safety -		114	1,332	1,862	2,170	1,480	1,480	600	950	970
Sport and Recreation -		-	-	-	-	-	-	-	-	-
Waste Management -		-	-	-	-	-	-	-	400	120
Roads -		-	-	-	-	-	-	-	250	250
Water -		-	1	-	200	200	200	-	-	-
Electricity -		-	-	-	-	-	-	-	5	10
Other -		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036
<b>Single-year expenditure to be appropriated</b>	2									
Executive and Council -		-	-	-	-	-	-	-	-	-
Finance and Corporate Services - Finance and Corporate Services		-	-	-	-	-	-	-	-	-
Planning and Development -		-	-	-	-	-	-	-	-	-
Health -		-	-	-	-	-	-	-	-	-
Community and social services -		-	-	-	-	-	-	-	-	-
Housing -		-	-	-	-	-	-	-	-	-
Public Safety -		-	-	-	-	-	-	-	-	-
Sport and Recreation -		-	-	-	-	-	-	-	-	-
Waste Management -		-	-	-	-	-	-	-	-	-
Roads -		-	-	-	-	-	-	-	-	-
Water -		-	-	-	-	-	-	-	-	-
Electricity -		-	-	-	-	-	-	-	-	-
Other -		-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Vote</b>		950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036
<b>Capital Expenditure - Standard</b>										
<b>Governance and administration</b>		611	1,427	1,730	4,009	4,026	4,026	3,182	1,951	1,832
Executive and council		227	528	925	1,573	996	996	1,676	423	391
Budget and treasury office		345	900	805	1,141	1,741	1,741	387	1,263	1,196
Corporate services		39	-	-	1,295	1,289	1,289	1,119	265	245
<b>Community and public safety</b>		313	1,766	1,864	2,350	1,660	1,660	1,520	987	981
Community and social services		-	-	-	150	150	150	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		114	1,332	1,862	2,170	1,480	1,480	600	950	970
Housing		-	7	1	-	-	-	-	12	8
Health		199	428	-	30	30	30	920	25	3
<b>Economic and environmental services</b>		26	643	149	200	598	598	1,474	840	843
Planning and development		26	643	149	200	598	598	1,474	840	843
Road transport		-	-	-	-	-	-	-	400	120
Environmental protection		-	-	-	-	-	-	-	-	-
<b>Trading services</b>		-	1	-	200	200	200	-	250	250
Electricity		-	1	-	200	200	200	-	-	-
Water		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	5	10
<b>Other</b>		-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure - Standard</b>	3	950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036
<b>Funded by:</b>										
National Government		290	2,163	172						
Provincial Government		-	-	-						
District Municipality		-	-	-						
Other transfers and grants		-	-	-						
<b>Transfers recognised - capital</b>	4	290	2,163	172	-	-	-	-	-	-
<b>Public contributions &amp; donations</b>	5	-	-	-	-	-	-	-	-	-
<b>Borrowing</b>	6	660	1,674	3,571	6,759	6,484	6,484	6,176	4,433	4,036
<b>Internally generated funds</b>		-	-	-	-	-	-	-	-	-
<b>Total Capital Funding</b>	7	950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036

DC10 Cacadu - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Capital expenditure - Municipal Vote</b>									
<b>Multi-year expenditure appropriation</b>									
Executive and Council -	227	528	925	1,573	996	996	1,576	423	391
Councils Expenses	18	528	925	700	714	714		48	-
Mayoral Committee	106			-	50	50		48	20
Office of Municipal Manager	38			10	10	10		33	35
Office of the Speaker				-	-	-	455	20	18
Capacity Building				-	-	-		20	18
HIV/AIDS				50	50	50		32	40
Secretariat	42			18	18	18	86	90	75
Auxiliary Services	12			21	21	21	1,055	57	65
Performance Management				-	-	-	15	-	30
Executive support							65		
Grants and donations									
Special Projects; Youth, Gender, Disabled									
Planning and Infrastructure Admin				640	-	-			
Management Planning and Development	12			79	79	79		20	40
Management Economic Development								15	30
Management Finance and corporata				55	55	55		40	20
Finance and Corporate Services - Finance	384	900	805	2,436	3,030	3,030	1,506	1,528	1,441
Manager: Finance		900	805					40	30
Creditors				4	4	4		15	20
Financial Accounting Division	22			29	29	29	12	20	8
Revenue Collection	5			4	4	4		8	16
Manager: Corporate Services				632	625	625	122	50	220
Payroll Administration	2			4	4	4	20	15	12
Occupational Health				-	-	-		-	-
People Management	35			383	383	383		-	-
Information Technology	145			100	100	100	143	100	100
Estates	166			1,000	1,600	1,600	950	1,000	800
Estates: Rietbron								-	-
Estates: Other								50	-
Legal Services							25	8	15
Pool Vehicle: Finance								200	200
Pool Vehicle: Infrastructure								-	-
Pool Vehicle: Economic Development							200		
Asset Management							13	7	10
Public Relations				280	280	280	22	15	10
Procurement	5								
Rietbron: Administration	4								
DMA Administration									
Internal Audit and Control									
Levies									
Security and Cleaning									
Finance Management and Support									
Pensioners Expenditure									
Pensioners Expenditure - Road works									
Pensioners Expenditure - Ambulance									
Job Evaluation									
Planning and Development -	26	643	149	200	598	598	1,474	840	843
Planning Unit	26	643	149	200	200	200	1,470	800	800
GIS Specialist				-	-	-		20	35
Project Management				-	125	125			
HOD - Planning Unit									
Local Economic Development				-	273	273	4	20	8
Trade and Investment									
Health -	199	428	-	30	30	30	920	25	3
Clinics		428							
Primary Health Care	45								
Environmental Health - Management									
Environmental Health	154			30	30	30	920	25	3
Community and social services -	-	-	-	150	150	150	-	-	-
Cemetaries				150	150	150			
Rietbron Cemetary									
Rietbron Library									
Libraries									
Housing -	-	7	1	-	-	-	-	12	8
Housing Management		7	1					12	8
Rietbron Housing									
Public Safety -	114	1,332	1,862	2,170	1,480	1,480	600	950	970
Disaster Management	114	1,332	1,862	500	500	500		450	250
Fire Service				1,670	980	980	600	500	720

Vote Description R thousand	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Sport and Recreation -	-	-	-	-	-	-	-	-	-
2010 World Cup	-	-	-	-	-	-	-	-	-
Sport Grounds	-	-	-	-	-	-	-	-	-
Waste Management -	-	-	-	-	-	-	-	-	-
Rietbron Sanitation and Refuse	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Waste Water	-	-	-	-	-	-	-	400	120
Roads -	-	-	-	-	-	-	-	200	-
Roads and Transport	-	-	-	-	-	-	-	200	120
Rietbron roads, streets	-	-	-	-	-	-	-	250	250
Water -	-	1	-	200	200	200	-	250	250
Water Services Authority	-	1	-	200	200	200	-	250	250
Rietbron water	-	-	-	-	-	-	-	-	-
Electricity -	-	-	-	-	-	-	-	-	-
Electricity - Other	-	-	-	-	-	-	-	-	-
Rietbron streetlights	-	-	-	-	-	-	-	5	10
Other -	-	-	-	-	-	-	-	5	10
Tourism, promotion and development	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036
<b>Capital expenditure - Municipal Vote</b>									
<b>Single-year expenditure appropriation</b>									
Executive and Council -	-	-	-	-	-	-	-	-	-
Councils Expenses	-	-	-	-	-	-	-	-	-
Mayoral Committee	-	-	-	-	-	-	-	-	-
Office of Municipal Manager	-	-	-	-	-	-	-	-	-
Office of the Speaker	-	-	-	-	-	-	-	-	-
Capacity Building	-	-	-	-	-	-	-	-	-
HIV/AIDS	-	-	-	-	-	-	-	-	-
Secretariat	-	-	-	-	-	-	-	-	-
Auxiliary Services	-	-	-	-	-	-	-	-	-
Performance Management	-	-	-	-	-	-	-	-	-
Executive support	-	-	-	-	-	-	-	-	-
Finance and Corporate Services - Finance	-	-	-	-	-	-	-	-	-
Manager, Finance	-	-	-	-	-	-	-	-	-
Creditors	-	-	-	-	-	-	-	-	-
Financial Accounting Division	-	-	-	-	-	-	-	-	-
Revenue Collection	-	-	-	-	-	-	-	-	-
Manager, Corporate Services	-	-	-	-	-	-	-	-	-
Payroll Administration	-	-	-	-	-	-	-	-	-
Occupational Health	-	-	-	-	-	-	-	-	-
People Management	-	-	-	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-	-	-	-
Planning and Development -	-	-	-	-	-	-	-	-	-
Planning Unit	-	-	-	-	-	-	-	-	-
GIS Specialist	-	-	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-	-	-
HOD - Planning Unit	-	-	-	-	-	-	-	-	-
Local Economic Development	-	-	-	-	-	-	-	-	-
Trade and Investment	-	-	-	-	-	-	-	-	-
Health -	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Primary Health Care	-	-	-	-	-	-	-	-	-
Environmental Health - Management	-	-	-	-	-	-	-	-	-
Environmental Health	-	-	-	-	-	-	-	-	-
Community and social services -	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Rietbron Cemetery	-	-	-	-	-	-	-	-	-
Rietbron Library	-	-	-	-	-	-	-	-	-
Housing -	-	-	-	-	-	-	-	-	-
Housing Management	-	-	-	-	-	-	-	-	-
Rietbron Housing	-	-	-	-	-	-	-	-	-
Public Safety -	-	-	-	-	-	-	-	-	-
Disaster Management	-	-	-	-	-	-	-	-	-
Fire Service	-	-	-	-	-	-	-	-	-
Sport and Recreation -	-	-	-	-	-	-	-	-	-
2010 World Cup	-	-	-	-	-	-	-	-	-
Sport Grounds	-	-	-	-	-	-	-	-	-
Waste Management -	-	-	-	-	-	-	-	-	-
Rietbron Sanitation and Refuse	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Roads -	-	-	-	-	-	-	-	-	-

Vote Description R thousand	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Roads and Transport									
Rietbron roads, streets									
Water -	-	-	-	-	-	-	-	-	-
Water Services Authority									
Rietbron water									
Electricity -	-	-	-	-	-	-	-	-	-
Electricity - Other									
Rietbron streetlights									
Other -	-	-	-	-	-	-	-	-	-
Tourism, promotion and development									
Capital single-year expenditure sub-total	-	-	-	-	-	-	-	-	-
Total Capital Expenditure	950	3,837	3,743	6,759	6,484	6,484	5,176	4,433	4,036

DC10 Cacadu - Table A6 Budgeted Financial Position

Description		Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
ASSETS											
Current assets											
Cash			3,878	8	8	8	8	8	8	8	8
Call investment deposits	1		244,535	388,166	416,370	239,623	261,575	256,311	264,610	274,967	273,967
Consumer debtors	1		1,074	131	67	471	471	453	930	1,348	1,772
Other debtors			8,128	7,063	1,789	1,948	2,569	3,959	5,953	6,269	6,587
Current portion of long-term receivables			-	31	18	21	21	21	11	-	-
Inventory	2		1,105	-	-	-	-	-	-	-	-
Total current assets			258,720	395,399	418,252	242,070	264,643	260,752	271,512	282,592	282,334
Non current assets											
Long-term receivables			-	-	-	-	-	-	-	-	-
Investments			-	-	-	-	-	-	-	-	-
Investment property			-	-	-	-	-	-	-	-	-
Investment in Associate			-	-	-	-	-	-	-	-	-
Property, plant and equipment	3		59,294	58,152	83,886	88,429	88,153	88,856	93,542	96,443	98,895
Agricultural			-	-	-	-	-	-	-	-	-
Biological			-	-	-	-	-	-	-	-	-
Intangible			-	-	-	-	-	-	-	-	-
Other non-current assets			268	103	55	34	34	34	23	-	-
Total non current assets			59,562	58,255	83,940	88,462	88,187	88,890	93,564	96,443	98,895
TOTAL ASSETS			318,281	453,654	502,192	330,532	352,830	349,642	365,076	379,035	381,229
LIABILITIES											
Current liabilities											
Bank overdraft	1		-	6,634	8,473	16,438	16,783	(2,618)	49,458	54,118	44,955
Borrowing	4		-	123	52	-	-	-	-	-	-
Consumer deposits			-	-	-	-	-	-	-	-	-
Trade and other payables	4		96,914	190,206	194,405	15,075	37,027	42,502	5,810	15,109	26,466
Provisions			-	-	151	(50)	(50)	(50)	-	-	-
Total current liabilities			96,914	196,963	203,081	31,463	53,761	39,834	55,268	69,228	71,421
Non current liabilities											
Borrowing			849	(0)	42	-	-	-	-	-	-
Provisions			48,242	47,110	49,830	49,830	49,830	49,830	49,830	49,830	49,830
Total non current liabilities			49,091	47,110	49,873	49,830	49,830	49,830	49,830	49,830	49,830
TOTAL LIABILITIES			146,005	244,073	252,953	81,293	103,591	89,664	105,099	119,058	121,252
NET ASSETS			5	172,276	209,581	249,239	249,239	259,978	259,978	259,978	259,978
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)			122,690	165,657	189,539	189,539	189,539	200,277	200,277	200,277	200,277
Reserves	4		49,586	43,924	59,700	59,700	59,700	59,700	59,700	59,700	59,700
Minorities' Interests			-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY			5	172,276	209,581	249,239	249,239	259,978	259,978	259,978	259,978

## DC10 Cacadu - Supporting Table SA3 Supporting detail to 'Budgeted Financial Position'

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>ASSETS</b>									
<b>Call Investment deposits</b>									
Call deposits < 90 days	244,535	388,166	416,370	239,623	261,575	256,311	264,610	274,967	273,967
Other current investments > 90 days	-	-	-	-	-	-	-	-	-
<b>Total Call Investment deposits</b>	<b>244,535</b>	<b>388,166</b>	<b>416,370</b>	<b>239,623</b>	<b>261,575</b>	<b>256,311</b>	<b>264,610</b>	<b>274,967</b>	<b>273,967</b>
<b>Consumer debtors</b>									
Consumer debtors	1,074	1,308	318	721	721	703	1,180	1,598	2,022
Less: Provision for debt impairment	-	(1,177)	(251)	(251)	(251)	(251)	(251)	(251)	(251)
<b>Total Consumer debtors</b>	<b>1,074</b>	<b>131</b>	<b>67</b>	<b>471</b>	<b>471</b>	<b>453</b>	<b>930</b>	<b>1,348</b>	<b>1,772</b>
<b>Debt impairment provision</b>									
Balance at the beginning of the year	5,034	3,694	11,365	12,921	12,921	12,921	12,971	13,971	14,971
Contributions to the provision	(1,408)	7,671	1,556	50	50	50	1,000	1,000	1,000
Bad debts written off	-	-	-	-	-	-	-	-	-
<b>Balance at end of year</b>	<b>3,626</b>	<b>11,365</b>	<b>12,921</b>	<b>12,971</b>	<b>12,971</b>	<b>12,971</b>	<b>13,971</b>	<b>14,971</b>	<b>15,971</b>
<b>Property, plant and equipment (PPE)</b>									
PPE at cost/valuation (excl. finance leases)	67,475	68,179	92,601	99,359	99,084	99,084	105,260	109,693	113,729
Leases recognised as PPE	-	-	-	-	-	-	-	-	-
Less: Accumulated depreciation	8,181	10,028	8,715	10,931	10,931	10,228	11,718	13,249	14,833
<b>Total Property, plant and equipment (PPE)</b>	<b>59,294</b>	<b>58,152</b>	<b>83,886</b>	<b>88,429</b>	<b>88,153</b>	<b>88,856</b>	<b>93,542</b>	<b>96,443</b>	<b>98,896</b>
<b>LIABILITIES</b>									
<b>Current liabilities - Borrowing</b>									
Short term loans (other than bank overdraft)	-	123	52	-	-	-	-	-	-
Current portion of long-term liabilities	-	-	-	-	-	-	-	-	-
<b>Total Current liabilities - Borrowing</b>	<b>-</b>	<b>123</b>	<b>52</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Trade and other payables</b>									
Trade and other creditors	17,865	25,816	20,541	-	-	-	-	-	-
Unspent conditional transfers	80,665	178,338	191,772	15,075	37,027	42,502	5,810	15,109	26,466
VAT	(1,616)	(13,948)	(17,909)	-	-	-	-	-	-
<b>Total Trade and other payables</b>	<b>96,914</b>	<b>190,206</b>	<b>194,405</b>	<b>15,075</b>	<b>37,027</b>	<b>42,502</b>	<b>5,810</b>	<b>15,109</b>	<b>26,466</b>
<b>Non current liabilities - Borrowing</b>									
Borrowing	-	-	-	-	-	-	-	-	-
Finance leases (including PPP asset element)	849	(0)	42	-	-	-	-	-	-
<b>Total Non current liabilities - Borrowing</b>	<b>849</b>	<b>(0)</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Provisions - non-current</b>									
Retirement benefits	48,242	47,110	49,830	49,830	49,830	49,830	49,830	49,830	49,830
List other major provision items	-	-	-	-	-	-	-	-	-
Refuse landfill site rehabilitation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Provisions - non-current</b>	<b>48,242</b>	<b>47,110</b>	<b>49,830</b>	<b>49,830</b>	<b>49,830</b>	<b>49,830</b>	<b>49,830</b>	<b>49,830</b>	<b>49,830</b>
<b>CHANGES IN NET ASSETS</b>									
<b>Accumulated Surplus/(Deficit)</b>									
Accumulated Surplus/(Deficit) - opening balance	48,656	122,980	165,947	190,001	190,001	190,001	200,740	200,740	200,740
GRAP adjustments	49,725	18,673	-	-	-	-	-	-	-
Restated balance	98,381	141,653	165,947	190,001	190,001	190,001	200,740	200,740	200,740
Surplus/(Deficit)	19,643	18,616	25,776	-	-	10,739	-	-	-
Appropriations to Reserves	-	-	-	-	-	-	-	-	-
Transfers from Reserves	-	-	-	-	-	-	-	-	-
Depreciation offsets	-	410	-	-	-	-	-	-	-
Other adjustments	4,956	5,268	(1,722)	-	-	-	-	-	-
<b>Accumulated Surplus/(Deficit)</b>	<b>122,980</b>	<b>165,947</b>	<b>190,001</b>	<b>190,001</b>	<b>190,001</b>	<b>200,740</b>	<b>200,740</b>	<b>200,740</b>	<b>200,740</b>
<b>Reserves</b>									
Housing Development Fund	-	-	-	-	-	-	-	-	-
Capital replacement	-	-	-	-	-	-	-	-	-
Capitalisation	-	-	-	-	-	-	-	-	-
Government grant	-	-	-	-	-	-	-	-	-
Donations and public contributions	-	-	-	-	-	-	-	-	-
Self-insurance	-	-	-	-	-	-	-	-	-
Other reserves (list)	-	-	-	-	-	-	-	-	-
Revaluation	49,586	43,924	59,700	59,700	59,700	59,700	59,700	59,700	59,700
<b>Total Reserves</b>	<b>49,586</b>	<b>43,924</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>	<b>59,700</b>
<b>TOTAL COMMUNITY WEALTH/EQUITY</b>	<b>172,566</b>	<b>209,871</b>	<b>249,701</b>	<b>249,701</b>	<b>249,701</b>	<b>260,440</b>	<b>260,440</b>	<b>260,440</b>	<b>260,440</b>

Total capital expenditure includes expenditure on nationally significant priorities:

Provision of basic services									
2010 World Cup									

DC10 Cacadu - Table A7 Budgeted Cash Flows

DC10 Cadadu - Table A7 Budgeted Cash Flows										
Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Ratepayers and other		4,937	6,014	11,139	32,997	44,788	44,244	39,656	9,260	9,381
Government - operating	1	115,532	187,272	201,114	288,316	366,661	352,148	211,077	142,026	150,946
Government - capital	1	-	-	-	-	-	-	-	-	-
Interest		17,507	22,622	42,951	25,762	25,762	25,732	24,865	11,092	12,058
Dividends		-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees		(216,330)	47,678	(87,534)	(237,356)	(234,487)	(214,002)	(164,547)	(89,142)	(91,574)
Finance charges		(191)	(113)	(152)	(26)	(26)	-	-	-	-
Transfers and Grants	1	(66,762)	(130,387)	(136,996)	(218,091)	(296,248)	(287,534)	(140,690)	(67,539)	(72,648)
NET CASH FROM/(USED) OPERATING ACTIVITIES		(145,308)	133,088	30,534	(108,398)	(93,550)	(79,413)	(29,540)	5,697	8,163
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE		2,959	39	583	-	-	-	-	-	-
Decrease (Increase) in non-current debtors		-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		(165)	-	48	21	21	9	-	(11)	(11)
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-
Payments										
Capital assets		-	-	(3,743)	(6,759)	-	-	-	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		2,794	39	(3,112)	(6,738)	21	9	-	(11)	(11)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans		31	-	13	(21)	(21)	(9)	-	11	11
Borrowing long term/refinancing		(123)	-	(70)	-	-	-	-	-	-
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-
Payments										
Repayment of borrowing		849	-	42	-	-	-	-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES		758	-	(15)	(21)	(21)	(9)	-	11	11
NET INCREASE/ (DECREASE) IN CASH HELD		(141,756)	133,127	27,407	(115,157)	(93,550)	(79,413)	(29,540)	5,697	8,163
Cash/cash equivalents at the year begin:	2	319,571	177,816	310,943	338,350	338,350	338,350	244,800	215,160	220,857
Cash/cash equivalents at the year end:	2	177,816	310,943	338,350	223,193	244,800	258,937	215,160	220,857	229,020



DC10 Cacadu - Table A8 Cash backed reserves/accumulated surplus reconciliation

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand										
<b>Cash and investments available</b>										
Cash/cash equivalents at the year end	1	177,816	310,943	338,350	223,193	244,800	258,937	215,160	220,857	229,020
Other current investments > 90 days		70,597	70,597	69,555	-	-	-	-	-	-
Non current assets - investments	1	-	-	-	-	-	-	-	-	-
<b>Cash and investments available:</b>		<b>248,413</b>	<b>381,540</b>	<b>407,905</b>	<b>223,193</b>	<b>244,800</b>	<b>258,937</b>	<b>215,160</b>	<b>220,857</b>	<b>229,020</b>
<b>Application of cash and investments</b>										
Unspent conditional transfers		80,665	178,338	191,772	15,075	37,027	42,502	5,810	15,109	26,466
Unspent borrowing										
Statutory requirements	2									
Other working capital requirements	3	88,477	183,055	192,591	12,672	34,011	38,137	(912)	7,675	18,349
Other provisions		48,242	47,110	49,830	49,830	49,830	49,830	49,830	49,830	49,830
Long term investments committed	4	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5									
<b>Total Application of cash and investments:</b>		<b>217,384</b>	<b>408,503</b>	<b>434,193</b>	<b>77,577</b>	<b>120,869</b>	<b>130,469</b>	<b>54,729</b>	<b>72,615</b>	<b>94,646</b>
<b>Surplus(shortfall)</b>		<b>31,029</b>	<b>(26,964)</b>	<b>(26,288)</b>	<b>145,616</b>	<b>123,931</b>	<b>128,468</b>	<b>160,431</b>	<b>148,242</b>	<b>134,374</b>

DC10 Cacadu - Table A10 Basic service delivery measurement

Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Household service targets (000)</b>	1									
<b>Water:</b>										
Piped water inside dwelling		0	0	0	0	0	0	0	0	0
Piped water inside yard (but not in dwelling)		0	0	0	0	0	0	0	0	0
Using public tap (at least min.service level)	2									
Other water supply (at least min.service level)	4									
Minimum Service Level and Above sub-total		1	1	1	1	1	1	1	1	1
Using public tap (< min.service level)	3									
Other water supply (< min.service level)	4									
No water supply										
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	1	1	1	1	1	1	1	1	1
<b>Sanitation/sewerage:</b>										
Flush toilet (connected to sewerage)		0	0	0	0	0	0	0	0	0
Flush toilet (with septic tank)		0	0	0	0	0	0	0	0	0
Chemical toilet										
Pit toilet (ventilated)		0	0	0	0	0	0	0	0	0
Other toilet provisions (> min.service level)										
Minimum Service Level and Above sub-total		1	1	1	1	1	1	1	1	1
Bucket toilet										
Other toilet provisions (< min.service level)										
No toilet provisions										
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	1	1	1	1	1	1	1	1	1
<b>Energy:</b>										
Electricity (at least min.service level)										
Electricity - prepaid (min.service level)		0	0	0	0	0	0	0	0	0
Minimum Service Level and Above sub-total		0	0	0	0	0	0	0	0	0
Electricity (< min.service level)										
Electricity - prepaid (< min. service level)										
Other energy sources										
Below Minimum Service Level sub-total		-	-	-	-	-	-	-	-	-
Total number of households	5	0	0	0	0	0	0	0	0	0
<b>Refuse:</b>										
Removed at least once a week		0	0	0	0	0	0	0	0	0
Minimum Service Level and Above sub-total		0	0	0	0	0	0	0	0	0
Removed less frequently than once a week										
Using communal refuse dump		0	0	0	0	0	0	0	0	0
Using own refuse dump										
Other rubbish disposal										
No rubbish disposal										
Below Minimum Service Level sub-total		0	0	0	0	0	0	0	0	0
Total number of households	5	1	1	1	1	1	1	1	1	1
<b>Households receiving Free Basic Service</b>	7									
Water (6 kilolitre per household per month)		0	0	0	0	0	0	0	0	0
Sanitation (free minimum level service)										
Electricity/other energy (50kwh per household per month)		0	0	0	0	0	0	0	0	0
Refuse (removed at least once a week)										
<b>Cost of Free Basic Services provided (R'000)</b>	8									
Water (6 kilolitre per household per month)		15	15	14	16	16	16	17	18	20
Sanitation (free sanitation service)										
Electricity/other energy (50kwh per household per month)		29	31	47	51	51	51	55	59	64
Refuse (removed once a week)										
Total cost of FBS provided (minimum social package)		44	45	62	67	67	67	72	78	84
<b>Highest level of free service provided</b>										
Property rates (R'000 value threshold)					15	15	15	15	15	15
Water (kilolitre per household per month)		6	6	6	6	6	6	6	6	6
Sanitation (kilolitre per household per month)										
Sanitation (Rand per household per month)										
Electricity (kwh per household per month)		50	50	50	50	50	50	50	50	50
Refuse (average litres per week)										
<b>Revenue cost of free services provided (R'000)</b>	9									
Property rates (R15 000 threshold rebate)		-	-	-	4	4	4	4	4	5
Property rates (other exemptions, reductions and rebates)		-	-	-	2,539	2,539	2,539	2,536	2,509	1,702
Water		15	15	14	16	16	16	17	18	20
Sanitation										
Electricity/other energy		29	31	47	51	51	51	55	59	64
Refuse										
Municipal Housing - rental rebates										
Housing - top structure subsidies										
Other										
Total revenue cost of free services provided (total social package)	6	44	45	62	2,609	2,610	2,610	2,611	2,591	1,790

# **PART 2**

## **SUPPORTING DOCUMENTATION**

# **CHAPTER 5**



## **Overview Of The Annual Budget Process**

## **CHAPTER 5**

### **OVERVIEW OF THE ANNUAL BUDGET PROCESS**

Section 21 (1) (b) of the MFMA requires the mayor to table not later than 10 months before the start of the budget year a time schedule outlining the key deadlines and processes for the preparation, tabling and approval of the Annual Budget, the review of the IDP and budget related policies and any consultation processes which would be part of the process.

The main features of this process are:

- Cacadu District Municipality would continue to support and train officials from the local municipalities in preparing IDPs in order that these can be taken into account by the CDM when it prepares its final IDP;
- Cacadu District Municipality would commence its IDP in July and complete the review of its objectives and strategies by the end of October;
- The Mayor would table his IDP / Budget Schedule as early as possible to give everyone as much notice and time as possible;
- Members of the Mayoral Committee and the Management Team would conduct an informal strategic planning session to identify the Council's strategic direction;
- The stakeholders would be consulted on the outcomes of the Strategic session and any comments made, fed back into the IDP process;
- Operating Budgets would be completed by the end of December;
- Bids for projects would be based on the reviewed IDP objectives and strategies and should be made by the end of January;
- Members of the Mayoral Committee and the Management Team would engage to prioritize those projects against the IDP;
- A Completed draft budget and IDP would be completed in time to allow it to be considered by the Mayoral Committee to allow time for its modification prior to presentation to Council.

In terms of the Section 24 of the MFMA, Council must at least 30 days before the start of the financial year consider approval of the annual budget. The MFMA aims to put in place a sound financial framework and sets out timelines for budget preparations and approval.

The budget process for 2010/ 2011 commenced with the first Budget Meeting that was held on 30 January 2010. The Cacadu District Municipality undertook a strategic assessment of both financial and non-financial past performance. The MTB, outlining the projected budget parameters and spending levels for the 2009/2010 budgeting cycle, was presented at the meeting as well as the sustainability assessment results.

This process was followed by the IDP/ Budget Steering Committee. The objective of the budget panel was to assess budget proposals presented by the departments, to ensure that the proposed spending gives effect to the development objectives expressed in the IDP, and to ensure that the available resources are allocated in line with the Cacadu District Municipality's priorities.

The assessment of the IDP / Budget Steering Committee was then presented to the IDP/ Budget Forum represented by all stakeholders. Draft MTB allocations were determined and issued to all departments to prepare their draft budgets in line with the allocations.

The draft MTB was tabled at a Council meeting held on 29 March 2010. Subsequent to the tabling, the draft budget and proposed tariffs was published for stakeholders and public comments during April 2010. Advertisements were placed in national newspapers, and the draft budget and tariff reports were made available on the Cacadu District Municipality's website and at the local municipalities in the district. As per legislative requirements, the draft budget and tariffs were submitted to Provincial and National Treasury for comments. Public participation was open for 30 days.

The legislative arm of Council, under the leadership of the Speaker, manages the whole process of public participation.

# **CHAPTER 6**



## **Overview Of Alignment Of The Annual Budget With The IDP**



## **CHAPTER 6**

### **OVERVIEW OF ALIGNMENT OF THE ANNUAL BUDGET WITH THE IDP**

The CDM's IDP contains the medium-term focus areas for development. These focus areas set the agenda for resource planning and allocation over the medium term and are listed below:

1. Infrastructure Investment;
2. Capacity Building and Support to Local Municipalities;
3. Economic Development; and
4. Community Services.

The 2010/11 Budget and IDP continues to address the above mentioned focus areas which are further detailed below.

#### **Infrastructure Investment:**

It is recognized that infrastructure development (within the confines of the NSDP principles), and more importantly infrastructure maintenance, is the lifeblood of local government's existence. Without appropriate infrastructure development and appropriate infrastructure maintenance the sustainability of local municipalities will be severely compromised as the existing and future tax base is dependent on appropriately maintained infrastructure. In addition, appropriate infrastructure at appropriate locations can create an environment conducive to economic development.

In addition to the above, local government has a constitutional mandate to provide for the basic needs of its communities and as such ensure appropriate infrastructural standards.

#### **Capacity Building and Support to Local Municipalities:**

Local municipalities within the District are required by the Constitution to:

- provide democratic and accountable government for local communities;
- provide services to the communities in an equitable and sustainable manner;
- promote social and economic development; and
- promote a safe and healthy environment.

Although obligated to perform those duties as listed above, local municipalities are often overwhelmed in terms of available resources and capacity to adequately deliver on the above. The Cacadu District Municipality therefore has an obligation to support and provide capacity to those local municipalities within the District.

#### **Economic Development:**

It is generally accepted that "economic development", if properly conceptualized, designed and managed, is critical to meeting the various developmental challenges that face local government today especially those relating to employment creation and general poverty eradication. As such, existing resources need to be properly leveraged in order to

benefit the community at large whilst still taking into account the resources available within the municipality. In achieving the above the following principles will be applied:

- Sustainability;
- SMME development;
- Impact assessment; and
- Good municipal governance.

### **Community Services:**

The Cacadu District Municipality, which is a Category C municipality, is responsible for the overall planning and co-ordination of service delivery within the boundaries of the District Municipality. Due to the vastness of the geographical area and the diversity within the boundaries, there are numerous and unique situations being encountered in terms of the provision of a range of services, in particular "community services", i.e. health, disaster management, etc. As such, existing resources need to be properly leveraged in order to benefit the community at large whilst still taking into account the resources available within the municipality.

#### *Alignment of Annual Budget to IDP*

Actual 2008/2009  R'000	DEVELOPMENT PRIORITY	2009/10 Budget Forecast R'000	MTEF		
			Budget 2010/11 R'000	Budget 2011/12 R'000	Budget 2012/2013 R'000
102 497	Infrastructure Investment Development & Planning	242 812	107 156	18 824	21 463
58 915	Capacity Building & Support to LMs	62 948	69 761	67 358	70 735
14 661	Economic Development	39 348	23 446	5 112	5 407
57 272	Community Services	68 833	79 078	71 818	75 522

DC10 Cacadu - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand										
Infrastructure Investment		34,959	95,856	93,439	172,771	247,285	235,369	97,653	8,840	10,701
Capacity Building and Support to Local Municipalities		74,353	76,609	119,236	104,487	112,135	103,404	109,645	98,814	104,386
Economic Development		3,571	3,160	2,619	11,187	22,354	34,551	11,650	-	-
Community Services		31,665	35,829	43,666	59,192	56,620	51,356	60,494	55,459	58,040
Total Revenue (excluding capital transfers and contributions)		144,558	211,454	258,950	347,637	438,394	424,680	279,442	163,112	173,126

DC10 Cacadu - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Infrastructure Investment		41,621	111,445	102,497	183,434	257,948	242,812	107,156	18,824	21,463
Capacity Building and Support to Local Municipalities		33,618	32,641	58,915	60,759	68,127	62,948	69,761	67,358	70,735
Economic Development		7,017	6,892	14,661	30,745	41,912	39,348	23,446	5,112	5,407
Community Services		42,848	44,021	57,272	72,700	70,408	68,833	79,078	71,818	75,522
		125,205	195,000	233,346	347,637	438,394	413,941	279,442	163,112	173,126

DC10 Cacadu - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

DC10 Cacadu - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)											
Strategic Objective	Goal	Goal Code	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand											
Infrastructure Investment			38	650	150	479	604	604	1,470	1,502	1,253
Capacity Building and Support to Local Municipalities			599	1,427	1,730	3,880	3,897	3,697	3,182	1,884	1,722
Economic Development			-	-	-	-	273	273	4	40	48
Community Services			313	1,760	1,662	2,400	1,710	1,710	1,520	1,007	1,013
			950	3,837	3,743	6,759	6,484	6,484	6,176	4,433	4,036

DC10 Cacadu - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Vote 1 - vote name							SEE SDBIP			
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure's description										

# **CHAPTER 7**



## **Measurable Performance Objectives & Indicators**



## **CHAPTER 7**

### **MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS**

The measurable performance indicators of the Cacadu District Municipality are detailed in the following:

- \* **Annexure "B"**: Mandatory Performance Measures
- \* **Annexure "C"**: Annual Performance Objectives by Vote – operational measures
- \* **Annexure "D"**: Revenue by Source – Collection Rates

DC10 Cacadu - Supporting Table SA8 Performance Indicators and benchmarks

Description of financial indicator	Basis of calculation	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Borrowing Management</b>										
Borrowing to Asset Ratio	Total Long-Term Borrowing/Total Assets	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Credit Rating										
Capital Charges to Operating Expenditure	Interest & Principal Paid / Operating Expenditure	-0.5%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	-13.8%	0.0%	-1.6%	-0.3%	-0.3%	-0.1%	0.0%	0.3%	0.3%
<b>Safety of Capital</b>										
Debt to Equity	Loans, Creditors, Overdraft & Tax Provision/ Funds & Reserves	84.8%	116.5%	101.5%	32.6%	41.6%	34.5%	40.4%	45.8%	46.6%
Gearing	Long Term Borrowing/ Funds & Reserves	1.7%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Liquidity</b>										
Current Ratio	Current assets/current liabilities	2.7	2.0	2.1	7.7	4.9	6.5	4.9	4.1	4.0
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2.7	2.0	2.1	7.7	4.9	6.5	4.9	4.1	4.0
Liquidity Ratio	Monetary Assets/Current Liabilities	2.6	2.0	2.1	7.6	4.9	6.4	4.8	4.0	3.8
<b>Revenue Management</b>										
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		55.7%	100.0%	70.8%	70.8%	70.8%	94.6%	91.2%	92.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	6.4%	3.3%	0.7%	0.7%	0.7%	1.0%	2.5%	4.7%	4.8%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old									
<b>Creditors Management</b>										
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(a))									
<b>Funding of Provisions</b>										
Provisions not funded - %	Unfunded Provns./Total Provisions									
<b>Other indicators</b>										
Electricity Distribution Losses (Z)	% Volume (units purchased and generated less units sold)/units purchased and generated									
Water Distribution Losses (Z)	% Volume (units purchased and own source less units sold)/Total units purchased and own source									
Employee costs	Employee costs/(Total Revenue - capital revenue)	13.1%	11.9%	11.5%	9.6%	7.6%	7.1%	13.7%	22.7%	23.0%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	15.7%	13.7%	13.3%	11.2%	9.0%	8.3%	15.8%	26.4%	26.7%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.5%	1.2%	0.8%	0.6%	0.5%	0.4%	0.5%	0.9%	0.9%
<b>IDP regulation financial viability indicators</b>										
I. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	1.3	0.7	2.2	2.3	2.3	2.3	6.2	1.7	1.8
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	689.1%	663.1%	167.0%	181.3%	227.4%	326.1%	432.7%	467.7%	482.4%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	21.4	21.2	22.0	10.0	8.4	9.2	13.2	21.6	20.9

DC10 CacaduSupporting Table SA10 Funding measurement

Description	MFMA section	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Funding measures</b>										
Cash/cash equivalents at the year end - R'000	18(1)b	177,816	310,943	338,350	223,193	244,800	258,937	215,160	220,857	229,020
Cash + investments at the yr end less applications - R'000	18(1)b	31,029	(26,954)	(26,288)	145,616	123,931	128,468	160,431	148,242	134,374
Cash year end/monthly employee/supplier payments	18(1)b	21.4	21.2	22.0	10.0	8.4	9.2	13.2	21.6	20.9
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	17,598	16,506	23,780	(2,212)	(2,212)	9,228	(1,487)	(1,528)	(1,581)
Service charge rev % change - macro CPIX target exclusive	18(1)a,(2)	N.A.	(2.4%)	4.8%	77.8%	(6.0%)	(10.4%)	35.9%	(8.1%)	2.9%
Cash receipts % of Ratepayer & Other revenue	18(1)a,(2)	28.8%	67.1%	36.6%	96.7%	95.0%	89.6%	82.7%	86.4%	86.3%
Debt impairment expense as a % of total billable revenue	18(1)a,(2)	(136.0%)	704.0%	138.6%	3.7%	3.7%	3.7%	62.8%	61.4%	57.7%
Capital payments % of capital expenditure	18(1)c,19	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	(18.6%)	0.0%	(2.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grants % of Govt. legislated/gazetted allocations	18(1)a	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current consumer debtors % change - incr(decr)	18(1)a	N.A.	(21.5%)	(74.1%)	30.2%	25.4%	44.9%	55.5%	10.5%	9.7%
Long term receivables % change - incr(decr)	18(1)a	N.A.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M % of Property Plant & Equipment	20(1)(vi)	0.0%	#NAME?	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asset renewal % of capital budget	20(1)(vi)	100.0%	78.2%	100.0%	47.8%	27.2%	27.2%	52.0%	80.0%	0.0%

# **CHAPTER 8**



## **Overview Of Budget- Related Policies**

## **CHAPTER 8**

### **OVERVIEW OF BUDGET-RELATED POLICIES**

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Cacadu District Municipality's budgeting process is guided and governed by relevant legislation regulations and budget related policies.

The following are the key policies that affect or are affected by the annual budget:

#### **Budget Management Policy**

The Cacadu District Municipality has developed a Budget Management Policy that provides a framework within which Directors, Chief Financial Officer, and Managers can compile, control and review budgets of their respective Departments to ensure effective financial management.

#### **Tariff Policy**

The Municipal Systems Act, Act 32 of 2000, requires a municipality to have a tariff determination policy.

The challenge in setting tariffs lies in striking a balance between maintaining financial sustainability of the relevant departments (and so sustainability of service provision) and ensuring affordability of those services by customers.

The Cacadu District Municipality's Tariff Policy provides a broad framework within which Council can determine fair, transparent and affordable service charges that also promote sustainability of service provision. The policy is based on principles that address the social, economic and financial imperatives that the process of tariff setting should take into account. In addition to the policy, and for operational purposes, tariff setting methodologies have been developed for the various departments involved in trading services. The methodology specifies the procedure that departments should follow in determining their tariff increases.

#### **Banking and Investment Policy**

Section 13 (2) of the MFMA requires that a municipality have a policy dealing with cash management and investment.

The Cacadu District Municipality's Cash Management and Investment Policy is developed within the framework of the MFMA.

#### **Credit Control and Debt Collection Policy**

The Cacadu District Municipality's Credit Control and Debt Collection Policy provide the procedures and mechanisms for credit control and for the collection of debts. The primary objective of this policy is to ensure that all monies due and payable to the Cacadu District Municipality in respect of rates, fees for services, surcharges on such fees, charges, tariffs, interest which has accrued on any amounts due and payable in respect of the foregoing and any collection charges are collected efficiently and promptly.

## Supply Chain Management Policy

Municipalities are required in terms of section 111 of the MFMA to have a supply chain management policy.

The Cacadu District Municipality has an approved Supply Chain Management Policy, within the framework of the relevant legislation and regulations. The Policy ascribes to the following principles:

- A procurement system which is fair, equitable, transparent, competitive and cost-effective in terms of Section 217 of the Constitution of South Africa No. 108 of 1996, as enshrined in Chapter 11 of the Municipal Finance Management Act and its Regulations;
- Best practice in supply chain management;
- Uniformity in supply chain management systems between organs of state in all spheres; and
- Broad Based Black Economic Empowerment

## The Rates Policy

The Cacadu District Municipality has revised its Rates Policy as per the legislative requirements. The policy provides that properties be rated based on the market value of their land and improvements. A new valuation roll is accordingly in place. The First Rates Policy and General Valuation Roll in terms of the Municipal Property Rates Act (MPRA) were implemented by Cacadu District Municipality on 1 July 2009.

The policy is designed to ensure equitable treatment by Council in the levying of rates on property owners as well as other persons who may become liable for the payment of rates. This will affect the rates payable by the Cacadu District Municipality's property owners and ultimately impact on the Cacadu District Municipality's own revenue streams.

The General Valuation Roll at January 2009 has 1463 properties with market value of R942,899,070

The details of valuation in the respective municipalities are detailed below:

Local Municipality	R million
Baviaanskloof Local Municipality	261,9
Blue Crane Route Local Municipality	100,5
Camdeboo Local Municipality	372,3
Ikwezi Local Municipality	114,4
Sundays River Valley Local Municipality	196,7
<b>Total</b>	<b>942,8</b>

The Cacadu District Municipality's Finance and Corporate Service Department administers this policy.

## **Indigency Policy**

The Cacadu District Municipality is committed to enhance access to its service by all households in the District Management Area (DMA). Because of the high level of unemployment in the DMA, there are many households unable to pay for municipal services. The municipality therefore adopted an indigency policy to ensure that these households have access to at least a basic level of municipal services, which is guided by the national government's policy in this regard.

Households who qualify for this subsidy receive 6kl of water per month and 50kwh of electricity per month free of charge.

## **New Policies**

The National Treasury Budget Regulations have introduced additional requirements relating to budget-related policies. The budget related policies detailed below will be developed in the 2010/2011 financial year:

- funding and reserves policy; and
- virement policy.

## **Amendments to Existing Policies**

### **Property Rates Policy**

Current:

Paragraph [19] (3)

The rebate applicable to the elderly and disabled is set out in the table hereunder:

Monthly Household Income	Rebate
Less than or equal to R2 020.00	100%
Between R2 021.00 and R2 500.00	70%
Between R2 501.00 and R3 000.00	55%
Between R3 001.00 and R3 500.00	40%
Between R3 501.00 and R4 000.00	25%
Between R4 001.00 and R4 500.00	10%

Amendment:

Paragraph [19] (3)

The rebate applicable to the elderly and disabled is set out in the table hereunder:

Monthly Household Income	Rebate
Less than or equal to R2 160.00	100%
Between R2 161.00 and R2 570.00	70%
Between R2 571.00 and R3 070.00	55%
Between R3 071.00 and R3 570.00	40%
Between R3 571.00 and R4 070.00	25%
Between R4 071.00 and R4 570.00	10%

## Indigency Policy

### Current:

#### SCHEDULE 1

##### INDIGENT THRESHOLD

Households where verified total gross monthly income of all occupants over 18 years of age does not exceed R2 020 qualify for a subsidy .....

### Amendment:

#### SCHEDULE 1

##### INDIGENT THRESHOLD

Households where verified total gross monthly income of all occupants over 18 years of age does not exceed R2 160 qualify for a subsidy .....



# **CHAPTER 9**



## **Overview Of Budget Assumptions**

## **CHAPTER 9**

### **OVERVIEW OF BUDGET ASSUMPTIONS**

The 2010 /11 – 2012/13 Medium Term Budget has been prepared in a less volatile global and local economic market which hopefully will result in realistic and accurate budget assumptions and a credible budget.

#### **Global Economic Trends**

It seems that the global financial crisis of 2007-2009 has receded. The global economic upturn has broadened as the recovery seems to have taken hold and healing in the financial sector has continued. Countries in Asia were first to emerge from recession and have completed their initial period of rapid growth and are now slowing down while Europe and the US, are now just entering a period of maximum growth. Economic growth is expected to improve through the first half of 2010. However, the pace of economic growth will slow down in 2010.

The global recovery is good news for South Africa. However, risks and vulnerabilities in the global economy still remain. The recovery is expected to remain relatively slow in some economies that are important export destinations for South African goods. Unsustainable fiscal positions as well as the need to reverse previous unconventional monetary policy interventions may also pose risk to the global growth outlook. The global environment remains benign from an inflation perspective. These demand-side pressures on inflation have been persistently weak and the Monetary Policy Committee (MPC) remains of the view that there are no significant risks to the inflation outlook, emanating from this source. The CPI inflation forecast by the South African Reserve Bank is predominantly unchanged since the November 2009 forecast. In line with market forecasts, inflation is expected to return to within the inflation target range on a sustained basis in March 2010, and remain within the target range until the end of the forecast period in the final quarter of 2011 when it is forecast to average 5.4 per cent. Electricity price increases remain the single biggest risk to inflation outlook. There is a risk that increases granted to Eskom will have a significant impact on inflation forecasts.

Production-side data shows the economy grew from 0.9% quarter to quarter (q/q) seasonally adjusted annual rate (saar) in Q3, ending South Africa's first recession in 17 years. While overall GDP grew in Q3, domestic expenditure fell by 1.7% q/q saar, underpinned by a noticeable fall in gross capital formation, a slower quarter to quarter decline in household consumption spending and a further contraction in inventory accumulation. However, the government's ongoing support to the economy in the quarter remained through strong government consumption expenditure growth and still robust public sector spending. Although the 2.8% peak-to-trough decline in GDP may look modest compared with experiences elsewhere in the world, nearly one million jobs amongst the formal and informal sectors (about 7% of total employment) have already been lost and Q4 labour indicators do not look promising.

The first phase of this recovery will depend upon external demand and continued government spending. Some external support can already been seen, with the manufacturing sector showing growth of 7.6% q/q saar in Q3, the first positive growth rate since Q2 08. Business confidence increased again in Q4, and PMI has now jumped above the neutral level of 50 for two months running, marking its highest level in 18

months and significantly better than the low of 36 reached in March 2009. Given the healthy state of global commodity demand, the mining sector's Q3 5.8% q/q saar contraction looks odd, but this likely has more to do with strike action and temporary closures during the period than with the underlying business climate.

In the tertiary sector, the outlook will depend much more on the consumer. The third quarter expenditure-side data from the South African Reserve Bank (SARB) showed that household finances remained under pressure owing mainly to further employment losses in the quarter. However, the pace decline in household income slowed markedly from an annualized quarterly 6.6% decline in Q2 09 to a contraction of 1.1% in Q3. This, along with the 500dp in interest rate cut delivered by the Reserve Bank since December 2008 saw debt servicing cost fall from a peak of 12.3% at the end of last year to 8.4% currently. This improvement in household finances, in our view, has already contributed to the contraction in real household consumption expenditure slowing to 2% in 3Q 09, from just above 6% in the previous quarter.

Interestingly, spending in durable goods rose at annualised 0.5% q/q in the latest quarter, the first positive growth since the 1Q 08, while outside of the lower real spending on clothing and footwear, almost all other components of semi-durable goods recorded positive q/q growth rates in Q3. This suggests that the interest rate cuts since last year are finally starting to filter through to household consumption expenditure.

The impact of lower interest rates is likely to continue to be felt into 2010, but the support provided by monetary policy will to some extent be offset by the already near one million job losses in the last three quarters, along with weak but improving levels of consumer confidence as we head into 2010.

The following is a summary of the key trends in the labour market as at Q4 2009 (see charts attached for further information).

In Q4 2009, there were 31.261 million people aged between 15 and 65 years in SA.  
Among these people:

17.138 million were economically active  
12.974 million were employed  
4.165 million were unemployed

This implies that the official unemployment rate is 24.3%, having improved fractionally from 24.5% in Q3 2009; but noticeably higher than the 21.9% recorded in Q4 2008.

The South African Reserve Bank has once again opted to leave the Repo rate unchanged at 7.00%. Interest rates have now been on hold since August 2009.

In the State of the Nation Address on 11 February 2010, the President alluded to the following national priorities:

- Education;
- Health Services;
- Rural Development and Land Reform;
- Job creation; and
- Fighting crime;

Mr Speaker we must align our programmes to these national priorities.

### **Socio Economic Trends in the District – Background and Basic Demographic**

The South African National Census of 2001 is the most recent recognised source of South African statistical information, undertaken by Statistics South Africa (Stats SA) in October 2001.

The census determined the country's population as 44.8 million and Cacadu's population to be 369 782.

The Cacadu District covers approximately one third of the Eastern Cape's land area, however it only houses 5.4% of the provinces' population, with an average distribution of seven people per square kilometer. Only 22% of houses are informal, and 2/3 of households have potable water and a flush toilet or pit latrine on site. Conditions are worse in the small towns of the interior where poverty can be severe, compounded by isolation from the mainstream economy.

The Cacadu area consists of a predominantly rural or agricultural base but differs from the mainstream 'rural' definition that refers primarily to the former homelands. Population concentrations are in Makana, Kouga and Ndlambe, with more than 50% of residents in the District residing in these Municipalities. The remaining Municipalities all have less than 50 000 inhabitants per Municipality.

One explanation for this distribution is the variation in land types, agricultural practices and associated income generating opportunities that are characteristic of Cacadu's inland and coastal areas.

In the District Management Area (DMA), ECDMA10 the total population in 2008 was estimated at 8 638. These figures include farm dwellings in the area which are dominant. The number of households in the urban and rural settlements is 509. The largest urban settlement in the DMA is Rietbron some 90km from Willowmore (Baviaans Municipality), with a total of 439 households.

### **District Economy**

The average growth rate of the Cacadu District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period.

Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide impetus to employment and economic growth opportunities. Statistical trends of migration within the Cacadu area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

### **The Cacadu District Municipality's Progress Development Indicators**

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index between 1996 and 2007 has been significant.

The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

According to STATSA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009. The unemployment rate in Cacadu also declined between 2006 (32.1 %) and 2007 (31.4%). The Cacadu unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Cacadu can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%. According to the GID the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007.

Unemployment in Cacadu is coupled with slow job growth. Cacadu specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods. The current situation in Cacadu requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;
- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions.

### **CDM's Economic Base**

Cacadu ranks as a third largest economy of the province. The two predominant economic sectors within the District are agriculture and tourism.

### **Agriculture, the Economy and Social Impact**

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The Langkloof valley is home to deciduous and stone fruit production. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Fruit is exported through Port Elizabeth. Commercial forestry is established around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centered on rock lobster.

Manufacturing, focused on agro-processing, is a relatively small sector, providing only 10% of value added and 7% of employment.

Agro-processing is currently limited to food and dairy. Furniture production is present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in district towns focus on specialty products ranging from hand knitted mohair items to essential oils.

### **Tourism, the Economy and Social Impact**

Tourism is well established in Cacadu. Tourism attractions include the well-known Tsitsikamma National Park, the Baviaanskloof Mega-Reserve (a World Heritage Site) and the Addo Elephant National Park and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaff-Reinet is commonly visited for its history and architecture.

This economic sector has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district with economic spin-offs in terms of retail, accommodation, hospitality etc.

Government services play a significant role in the economy, providing 28% of added value and 23% of formal employment.

### **Summary of Budget Assumptions**

The global and national economic outlook has improved and higher growth rates are expected over the medium term. This impacts positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table below gives a summary of the assumptions used to prepare the medium term budget.



Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Economic Indicator	2008/2009 Actual	2009/2010 Estimate	2010/2011	2011/2012	2012/2013
<b>Demographics</b>					
Population (Stats SA 2001)	388 210	388 210	388 210		
<b>Economic</b>					
Inflation / inflation outlook (CPIX)					
Interest rate – borrowing	9,9	6,7	5,7	6,2	5,9
Interest rate – investment	N/A	N/A	N/A	N/A	N/A
Remuneration increases	7	8	7	8	8
	8	8	8	10	10
<b>Collection Rates</b>					
Property tax / services charges					
Rental of facilities & equipment					
Interest – external investments					
Interest – debtors					
Revenue from agency services					



# **CHAPTER 10**



## **Overview of Budget Funding**

## **CHAPTER 10**

### **OVERVIEW OF BUDGET FUNDING**

#### **Review of past performance**

#### **Operating expenditure**

The overall financial performance results for the 2009/2010 financial year forecast an operating surplus of R10.7 million.

A summarized extract of the statement of financial performance is as follows:

Details	Forecasted Actuals 2009/2010
Revenue	424.6*
Expenditure	413.9*
Operating Surplus	10,7

\* Includes an amount of R171,3 million in respect of Kou-Kamma Flood Relief Grant

Expenditure is lower than the income by an amount of R10.7 million.

### **BUDGET STRATEGIES**

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budget that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (section 71 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials.

### **FINANCIAL CHALLENGES AND CONSTRAINTS**

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the CDM has become dependent on its interest earnings to fund its operating expenditure.

The CDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated reserves to balance its budget; and
- Achieving long term financial sustainability.

In the dynamic local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The CDM's efforts to comply with the MFMA Accounting Standards for municipalities and audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have steadily increased, partly as a result of these compliance requirements and partly because of additional functions to be performed. The increased payroll costs have been funded from interest earnings, equitable share and the Levy Replacement Grant. In fact, since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the CDM has become dependent on its interest earnings to balance its budget.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the CDM to become even more reliant on interest earnings to finance operating expenditure.

While the CDM expected the equitable share to increase in line with additional functions, this did not materialize.

The CDM believes that it cannot credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- can plan and manage strategically; and
- Can prioritize and spend funds efficiently on development programmes.

In respect of the first, it believes that its new approach to strategic planning through its spatial development framework is a step in the right direction.

In order to achieve the second, the CDM needs to do two things:

- Complete projects in a timely manner and on budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to a level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

## **2.2 Main Sources of Revenue**

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share which includes the Levy Replacement Grant and will amount to R69,4 million for the 2010/2011 financial year. The allocations for

the outer years are R73,5 million (2011/2012) and R77,3 million (2012/2013) which represents an increase of 9% over the 2009/10 financial year. The review of the local government fiscal framework by NT has had a significant impact on the CDM's revenue budget with the phasing out of RSC levies, the municipality is now exclusively dependent on grant funding to finance its operations. Total revenue from conditional grant funding comprises 40.2% of total operating revenue (excluding PHC).

The estimated income from our main sources of discretionary revenue for the 2010/2011 financial year amounts to R94,3 million.

These are :

Income Source	Actual 2008/2009	Budget 2010/2011	Incr/(Decr)
	R	R	%
Interest on Investments	42,9	24,9	(41,9)
Equitable Share	10,9	18,3	67,9
Levy Replacement Grant	46,5	51,1	9,9
Total	100,3	94,3	5,9

### Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

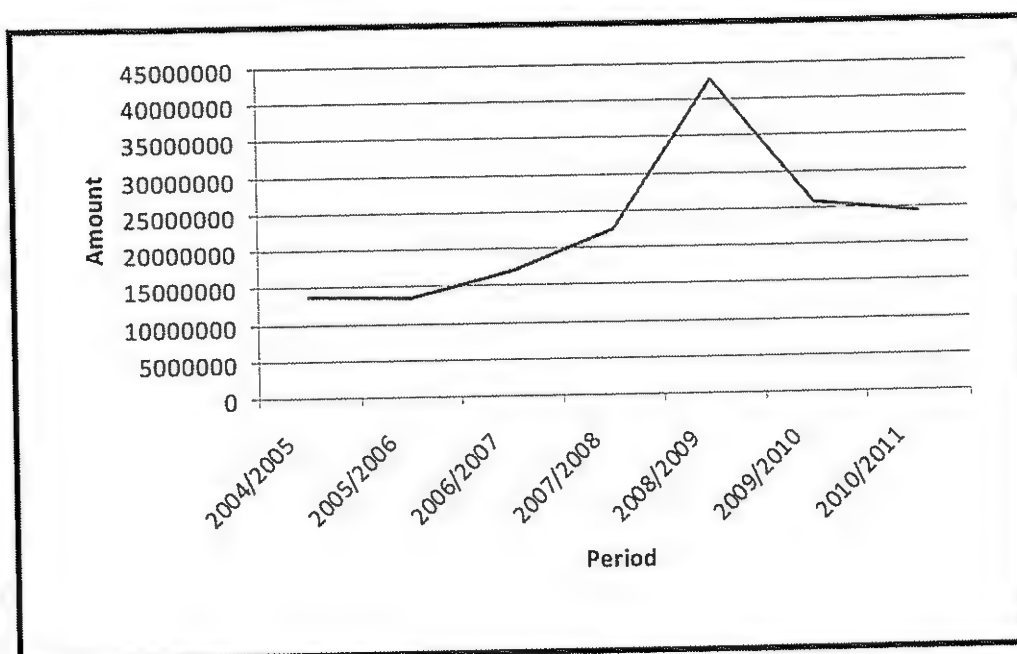
Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

- Income Generating Efforts;
- Efficiently delivered services that are appropriate to needs;
- Short terms and long terms financial obligations;
- Ability to maintain, renew and upgrade assets.

The CDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolition of RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase its staff establishment to respond to the additional responsibilities. It has nevertheless managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2009/10 Operating Budget it is estimated that an amount of R25,7 million interest will be used to finance operating expenditure. This represents 28.7% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 8% being earned in the 2009/2010 financial year. Interest rates are being reduced and currently money invested earns average of 7 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

### Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the RSC levy replacement grant.

Reforms will however be made to the Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than historical RSC levy collection rates. This is very good news for the Cacadu District, as grants to the municipality have been calculated on a low baseline

amount. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised. It is however incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources.

### **Capital expenditure**

Capital expenditure for the 2010/2011 financial year is detailed in Annexure "E".

### **Funding sources**

The capital expenditure will be funded from surplus cash and grants. In 2010/2011 financial year, approximately R6.2 million will be financed from cash resources.

### **Funding arrangements and strategies**

The Cacadu District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Cacadu District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

### **Short term funding**

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Cacadu District Municipality does not use loan funding to finance capital expenditure.

### **Investments**

Investments for the Cacadu District Municipality are done in accordance with and adherence to the Municipal investment Regulation of the MFMA, Cacadu District Municipality's Investments Policy and other relevant legislation. Cash Flow forecast and liquidity needs by the Cacadu District Municipality provide guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Cacadu District Municipality and the return on investments.

The BTO is obliged to invest all the Cacadu District Municipality's funds within approved limits with counter parties approval by Council. Due to high liquidity needs of the Cacadu District Municipality, the investment portfolio constitutes mainly of money market instruments. The BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

#### **Measures of financial performance**

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 30%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratio's of the Cacadu District Municipality.

	<b>Bench- mark</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
Current Ratio	2:1	1,9:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	39%	30%	33%	48%

#### **Current ratio**

- Current ratio measures the ability of the Cacadu District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1, however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Cacadu District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Cacadu District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

#### **Salaries ratio**

Employee costs represents 14.7% of the total expenditure for the 2008/2009 financial year. This ratio will increase in the outer years when conditional grant income (such as the Kou-Kamma Flood Relief Funding) is expected to decrease.

#### **Ratio analysis**

The current and debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years. The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards

capital infrastructure investments and soft support and capacity building programmes.

## **Challenges**

The Cacadu District Municipality is facing the following challenges:

- Dependence on grant funding;
- What level of tariff increases is acceptable for each of the next 5 years – balancing financial sustainability and the affordability of services;
- Collectively managing the cost down (doing more with less);
- Exploring alternative revenue sources;
- Reviewing all Cacadu District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.

## **Financial Risks**

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Cacadu District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Cacadu District Municipality's financial position in the outer years. A Sustainability Assessment Report was tabled in a council meeting held on 26 August 2009.

This report clearly identified the risks of current funding strategies and gave advice with regard to avoiding future cash flow problems.



## Statement of tariff setting and revenue strategies

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Cacadu District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This process of tariff setting takes place within the framework of the Cacadu District Municipality's Tariff Policy, which is based on social, economic and financial principles.

While the Cacadu District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2010/2011 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Cacadu District Municipality will increase DMA tariffs for its services as follows:

Water and sanitation and sewerage	8,0. %
Property Rates	8,0 %

The scheduled of tariffs and charges is attached as Annexure "F".

The following table provides details with regard to property rates as per National Treasury requirements.

## Cacadu District Municipality Supporting Table: Property Rates Summary

Description	Current Year 2009/2010		Medium Term Revenue & Expenditure Framework
	Original Budget	Adjusted Budget	Budget Year 2010/2011
<b>Valuation</b>			
Date of valuation	1/7/2008	1/7/2008	1/7/2008
Financial year valuation used	2009/10/01	2009/10/01	2010/11/01
Valuation appeal board established (Y/N) – Yes	No	No	No
Implementation time of new valuation roll (mths)	12	12	12
No. of properties	1463	1463	1463
No. of appeals	0	0	0
No. of successful objections	0	0	0
Supplementary valuation	0	0	0
Public service infrastructure value R,000	77	77	77
Municipality owned property value R,000	78	78	78
<b>Valuations reductions</b>			
Valuation reductions-public infrastructure R,000	57	57	38
Valuation reductions-mineral rights (Rm)	0	0	0
Valuation reductions R15 000 threshold (Rm)	5	5	5
Valuation reductions-public worship (Rm)	1.3	1.3	1.3
Valuation reductions-Agriculture	969	969	680
<b>Total valuation reductions</b>	706	706	690
Total value used for rating (Rm)	942	942	942
Total land value (Rm)	942	942	942
Total value of improvements (Rm)	0	0	0
Total market (Rm)	942	942	942
<b>Rating</b>			
Residential rate used to determine for other categories (Y/N)			
Different rates used (Y/N)	No	No	No
Limit on annual rate increase (s20)? (Y/N)	Yes	Yes	Yes
Special rating area used? (Y/N)	No	No	No
Phasing-in properties s21 (number)	1403	1403	1403
Rates policy accompanying budget (Y/N)	Yes	Yes	Yes
Fixed amount minimum value (R,000)			
Non-residential prescribed ratio s19? (%)	No	No	No
<b>Rate revenue</b>			
Rate revenue budget (R,000)	184	184	364
Rate revenue expected to collect (R,000)	178	178	364
Expected cash collection rate (%)	96	96	100
Special rating areas (R,000)	0	0	0
Rebates, exemptions - Indigent (R,000)	12	12	0
Rebates, exemptions - pensioners (R,000)	0	0	0
Rebates, exemptions - bona fide farm. (R,000)	498/0	498/0	498/0

# **CHAPTER 11**



## **Expenditure On Allocations And Grant Programme**

DC10 Cacadu - Supporting Table SA18 Transfers and grant receipts

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>RECEIPTS:</b>									
<b>Operating Transfers and Grants</b>									
National Government:	65,666	142,952	145,357	212,936	279,212	273,814	148,700	74,787	78,848
Equitable share	2,981	7,423	10,920	13,968	13,968	13,968	18,294	20,858	23,090
Levy replacement	38,753	41,296	46,518	49,601	49,601	49,678	51,093	52,629	54,208
Finance Management	1,098	864	612	1,641	1,641	1,538	1,300	1,300	1,550
Municipal Systems Improvement	1,297	2,037	1,484	-	1,346	1,126	970	-	-
Restructuring	3,662	3,755	634	516	548	548	-	-	-
MIG	17,126	86,353	85,087	146,010	211,285	206,135	77,043	-	-
Other transfers/grants	748	1,224	101	1,200	822	822	-	-	-
Provincial Government:	49,576	41,807	55,345	74,685	78,960	69,594	62,377	57,890	60,681
Health subsidy	17,528	20,845	31,355	43,143	39,954	39,954	49,253	51,617	54,198
Health subsidy	4,028	4,270	4,526	5,010	5,010	-	-	-	-
Housing	9,275	3,601	659	1,974	2,149	1,380	1,097	-	-
Disaster Management	1,412	1,540	3,963	6,340	8,265	7,640	2,550	2,550	2,550
Sports and Recreation	-	-	-	-	-	-	-	-	-
Roadwork Pensioners	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Other transfers/grants	14,435	8,594	11,825	14,879	20,243	17,371	5,876	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
[insert description]	-	-	-	-	-	-	-	-	-
Other grant providers:	-	351	-	694	8,489	8,459	-	-	-
Development Bank of South Africa	-	351	-	694	8,489	8,459	-	-	-
<b>Total Operating Transfers and Grants</b>	<b>115,242</b>	<b>185,109</b>	<b>200,702</b>	<b>288,316</b>	<b>366,661</b>	<b>351,868</b>	<b>211,077</b>	<b>132,677</b>	<b>139,529</b>
<b>Capital Transfers and Grants</b>									
National Government:	290	449	172	-	-	-	-	-	-
Finance Management Grant	290	169	24	-	-	-	-	-	-
Municipal Systems Improvement	-	126	148	-	-	-	-	-	-
Restructuring	-	154	-	-	-	-	-	-	-
Municipal infrastructure (MIG)	-	-	-	-	-	-	-	-	-
Other capital transfers/grants	-	-	-	-	-	-	-	-	-
Provincial Government:	-	1,714	-	-	-	-	-	-	-
Disaster Management Grant	-	1,714	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
[insert description]	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
Development Bank of So	-	-	-	-	-	-	-	-	-
<b>Total Capital Transfers and Grants</b>	<b>290</b>	<b>2,163</b>	<b>172</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>	<b>115,532</b>	<b>187,272</b>	<b>200,874</b>	<b>288,316</b>	<b>366,661</b>	<b>351,868</b>	<b>211,077</b>	<b>132,677</b>	<b>139,529</b>

DC10 Cacadu - Supporting Table SA19 Expenditure on transfers and grant programme

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousand</b>									
<b>EXPENDITURE:</b>									
<b>Operating expenditure of Transfers and Grants</b>									
National Government:	66,050	143,710	145,357	212,986	279,074	272,127	145,692	74,787	78,848
Equitable share	2,981	7,423	10,920	13,968	13,968	13,968	18,294	20,858	23,090
Levy replacement	38,753	41,296	46,518	49,601	49,601	49,678	51,093	52,629	54,208
Finance Management	733	458	615	1,691	1,691	1,538	1,300	1,300	1,550
Municipal Systems Improvement	519	1,584	1,484	-	1,346	1,126	970	-	-
Restructuring	3,662	3,755	634	516	548	548	-	-	-
MIG	18,652	87,970	85,084	146,010	211,098	204,447	74,035	-	-
Other transfers/grants	748	1,224	101	1,200	822	822	-	-	-
Provincial Government:	46,476	40,666	54,363	74,683	78,679	70,009	61,827	57,340	60,131
Health subsidy	17,528	20,845	31,355	43,143	39,954	39,954	49,253	51,617	54,198
Environmental Health subsidy	4,028	4,270	4,526	5,010	5,010	-	-	-	-
Housing	9,275	3,601	659	1,974	2,149	1,380	1,097	-	-
Disaster Management	1,773	1,540	3,315	6,340	8,265	7,640	2,000	2,000	2,000
Sports and Recreation	-	-	-	-	-	-	-	-	-
Roadwork Pensioners	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Other transfers/grants	10,974	7,453	11,491	14,877	19,962	17,786	5,876	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
(insert description)	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	240	-	8,074	7,501	-	-	-
Development Bank of South Africa	-	-	240	-	8,074	7,501	-	-	-
<b>Total operating expenditure of Transfers and Grants:</b>	<b>112,526</b>	<b>184,376</b>	<b>199,960</b>	<b>287,670</b>	<b>365,827</b>	<b>349,637</b>	<b>207,520</b>	<b>132,127</b>	<b>138,979</b>
<b>Capital expenditure of Transfers and Grants</b>									
National Government:	290	449	172	-	-	-	-	-	-
Finance Management Grant	290	169	24	-	-	-	-	-	-
Municipal Systems Improvement	-	125	148	-	-	-	-	-	-
Restructuring	-	154	-	-	-	-	-	-	-
Municipal Infrastructure (MIG)	-	-	-	-	-	-	-	-	-
Water Affairs	-	-	-	-	-	-	-	-	-
Other capital transfers/grants	-	-	-	-	-	-	-	-	-
Provincial Government:	-	1,714	-	-	-	-	-	-	-
Disaster Management Grant	-	1,714	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
(insert description)	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
Development Bank of So	-	-	-	-	-	-	-	-	-
<b>Total capital expenditure of Transfers and Grants</b>	<b>290</b>	<b>2,163</b>	<b>172</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENDITURE OF TRANSFERS AND GRANT</b>	<b>112,816</b>	<b>186,539</b>	<b>200,133</b>	<b>287,670</b>	<b>365,827</b>	<b>349,637</b>	<b>207,520</b>	<b>132,127</b>	<b>138,979</b>

DC10 Cacadu - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>Operating transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year	49,806	45,161	148,909	151,217	151,217	151,217	42,502	5,810	15,109
Interest	274	9,115	9,130						
Adjustments			(7,331)						
Current year receipts	17,244	180,888	95,878	12,953	101,453	101,453	42,622	10,599	12,907
Conditions met - transferred to revenue	22,164	86,254	95,369	149,367	215,643	210,168	79,313	1,300	1,550
Conditions still to be met - transferred to liabilities	45,161	148,909	151,217	14,803	37,027	42,502	5,810	15,109	26,466
<b>Provincial Government:</b>									
Balance unspent at beginning of the year	34,015	35,504	44,227	39,589	39,589	39,589	-	-	-
Interest	2,869	4,107	1,080						
Adjustments	6,312	959	(321)						
Current year receipts	32,088	18,123	12,885	35,094	39,090	30,420	61,827	57,340	60,131
Conditions met - transferred to revenue	39,780	14,466	18,282	74,683	78,679	70,009	61,827	57,340	60,131
Conditions still to be met - transferred to liabilities	35,504	44,227	39,589	-	-	-	-	-	-
<b>District Municipality:</b>									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
<b>Other grant providers:</b>									
Balance unspent at beginning of the year		-	224	966	956	966			
Interest		4							
Current year receipts		220	983		7,523	7,493			
Conditions met - transferred to revenue	-	(0)	240	694	8,489	8,459	-	-	-
Conditions still to be met - transferred to liabilities	-	224	966	272	0	(0)	141,140	58,640	61,681
<b>Total operating transfers and grants revenue</b>	<b>61,944</b>	<b>100,721</b>	<b>113,892</b>	<b>224,745</b>	<b>302,810</b>	<b>288,637</b>	<b>141,140</b>	<b>58,640</b>	<b>61,681</b>
<b>Total operating transfers and grants - CTBM</b>	<b>80,665</b>	<b>193,360</b>	<b>191,772</b>	<b>15,075</b>	<b>37,027</b>	<b>42,502</b>	<b>5,810</b>	<b>15,109</b>	<b>26,466</b>
<b>Capital transfers and grants:</b>									
<b>National Government:</b>									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
<b>Provincial Government:</b>									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
<b>District Municipality:</b>									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
<b>Other grant providers:</b>									
Balance unspent at beginning of the year									
Current year receipts									
Conditions met - transferred to revenue	-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities									
<b>Total capital transfers and grants revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total capital transfers and grants - CTBM</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSFERS AND GRANTS REVENUE</b>	<b>61,944</b>	<b>100,721</b>	<b>113,892</b>	<b>224,745</b>	<b>302,810</b>	<b>288,637</b>	<b>141,140</b>	<b>58,640</b>	<b>61,681</b>
<b>TOTAL TRANSFERS AND GRANTS - CTBM</b>	<b>80,665</b>	<b>193,360</b>	<b>191,772</b>	<b>15,075</b>	<b>37,027</b>	<b>42,502</b>	<b>5,810</b>	<b>15,109</b>	<b>26,466</b>

# **CHAPTER 12**



## **Allocation And Grants Made By The Municipality**

DC10 Cacadu - Supporting Table SA21 Transfers and grants made by the municipality

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<u>Transfers to other municipalities</u>									
Environmental Health Subsidy	8,746	5,355	5,890	6,479	6,137	6,137	6,442	6,841	7,373
<b>TOTAL TRANSFERS TO MUNICIPALITIES:</b>	<b>8,746</b>	<b>5,355</b>	<b>5,890</b>	<b>6,479</b>	<b>6,137</b>	<b>6,137</b>	<b>6,442</b>	<b>6,841</b>	<b>7,373</b>
<u>Transfers to Entities/Other External Mechanisms</u>									
None									
<b>TOTAL TRANSFERS TO ENTITIES/EMS'</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Transfers to other Organs of State</u>									
None									
<b>TOTAL TRANSFERS TO OTHER ORGANS OF STATE:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<u>Grants to other Organisations</u>									
Kouga development Agency	500	500	550	800	800	800	864	800	800
Other Grants in Aid	152	170	1,880	160	5,842	5,842	160	160	160
<b>TOTAL GRANTS TO OTHER ORGANISATIONS:</b>	<b>652</b>	<b>670</b>	<b>2,430</b>	<b>960</b>	<b>6,642</b>	<b>6,642</b>	<b>1,024</b>	<b>960</b>	<b>960</b>
<b>TOTAL TRANSFERS AND GRANTS</b>	<b>9,398</b>	<b>6,024</b>	<b>8,320</b>	<b>7,439</b>	<b>12,778</b>	<b>12,778</b>	<b>7,466</b>	<b>7,801</b>	<b>8,333</b>



# **CHAPTER 13**



## **Councillor and Board Members Allowances and Employee Benefits**

DC10 Cacadu - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousand</b>									
<b>Councillors (Political Office Bearers plus Other)</b>									
Salary	2,698	2,672	3,104	3,292	3,792	3,191	3,619	3,800	4,104
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	1,031	941	1,149	1,088	1,088	1,160	1,143	1,200	1,296
Cell phone allowance	-	159	179	196	196	191	205	216	233
Housing allowance	-	-	-	-	-	-	-	-	-
Other benefits or allowances	(83)	34	40	72	72	72	97	102	110
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Councillors</b>	<b>3,646</b>	<b>3,806</b>	<b>4,472</b>	<b>4,648</b>	<b>5,148</b>	<b>4,615</b>	<b>5,065</b>	<b>5,318</b>	<b>5,743</b>
<b>% Increase</b>		<b>4.4%</b>	<b>17.5%</b>	<b>3.9%</b>	<b>10.8%</b>	<b>(10.4%)</b>	<b>9.7%</b>	<b>5.0%</b>	<b>8.0%</b>
<b>Senior Managers of the Municipality</b>									
Salary	1,636	1,680	2,241	2,454	2,454	2,454	2,684	2,818	3,044
Pension Contributions	218	191	254	264	264	264	283	297	320
Medical Aid Contributions	-	22	28	34	34	34	35	36	39
Motor vehicle allowance	-	-	-	540	540	540	540	540	540
Cell phone allowance	-	-	-	25	25	25	25	25	25
Housing allowance	-	-	-	-	-	-	-	-	-
Performance Bonus	358	354	35	201	201	201	216	227	245
Other benefits or allowances	19	19	21	75	75	54	79	83	89
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Municipality</b>	<b>2,231</b>	<b>2,266</b>	<b>2,578</b>	<b>3,594</b>	<b>3,594</b>	<b>3,572</b>	<b>3,861</b>	<b>4,026</b>	<b>4,302</b>
<b>% Increase</b>		<b>1.6%</b>	<b>13.8%</b>	<b>39.4%</b>	<b>-</b>	<b>(0.6%)</b>	<b>8.1%</b>	<b>4.3%</b>	<b>6.9%</b>
<b>Other Municipal Staff</b>									
Basic Salaries and Wages	13,512	14,672	17,502	22,548	22,548	19,733	27,199	25,409	27,442
Pension Contributions	(2,305)	399	531	575	575	657	746	777	829
Medical Aid Contributions	2,803	847	131	4,156	4,156	3,552	3,581	3,761	3,880
Motor vehicle allowance	1,421	1,420	1,750	1,050	1,050	1,182	980	1,056	1,184
Cell phone allowance	-	152	158	147	147	143	141	149	163
Housing allowance	44	64	80	127	127	77	116	122	131
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Other benefits or allowances	1,136	5,716	7,022	1,309	1,309	1,104	1,682	1,739	1,817
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Other Municipal Staff</b>	<b>16,612</b>	<b>23,270</b>	<b>27,175</b>	<b>29,911</b>	<b>29,911</b>	<b>26,448</b>	<b>34,455</b>	<b>33,013</b>	<b>35,446</b>
<b>% Increase</b>		<b>40.1%</b>	<b>16.8%</b>	<b>10.1%</b>	<b>-</b>	<b>(11.6%)</b>	<b>30.3%</b>	<b>(4.2%)</b>	<b>7.4%</b>
<b>Total Parent Municipality</b>	<b>22,489</b>	<b>29,342</b>	<b>34,226</b>	<b>38,153</b>	<b>38,653</b>	<b>34,635</b>	<b>43,381</b>	<b>42,356</b>	<b>45,492</b>
		<b>30.5%</b>	<b>16.6%</b>	<b>11.5%</b>	<b>1.3%</b>	<b>(10.4%)</b>	<b>25.3%</b>	<b>(2.4%)</b>	<b>7.4%</b>
<b>Board Members of Entities</b>									
Salary	-	-	-	-	-	-	-	-	-
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowances	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Board Fees	-	-	-	-	-	-	-	-	-
Other benefits and allowances	-	-	-	-	-	-	-	-	-
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Board Members of Entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase</b>									
<b>Senior Managers of Entities</b>									
Salary	-	-	-	-	-	-	-	-	-
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowances	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Other benefits or allowances	-	-	-	-	-	-	-	-	-
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Senior Managers of Entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase</b>									
<b>Other Staff of Entities</b>									
Basic Salaries and Wages	-	-	-	-	-	-	-	-	-
Pension Contributions	-	-	-	-	-	-	-	-	-
Medical Aid Contributions	-	-	-	-	-	-	-	-	-
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowances	-	-	-	-	-	-	-	-	-
Housing allowance	-	-	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-	-	-
Performance Bonus	-	-	-	-	-	-	-	-	-
Other benefits or allowances	-	-	-	-	-	-	-	-	-
In-kind benefits	-	-	-	-	-	-	-	-	-
<b>Sub Total - Other Staff of Entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Increase</b>									
<b>Total Municipal Entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>	<b>22,489</b>	<b>29,342</b>	<b>34,226</b>	<b>38,153</b>	<b>38,653</b>	<b>34,635</b>	<b>43,381</b>	<b>42,356</b>	<b>45,492</b>
<b>% Increase</b>		<b>30.5%</b>	<b>16.6%</b>	<b>11.5%</b>	<b>1.3%</b>	<b>(10.4%)</b>	<b>25.3%</b>	<b>(2.4%)</b>	<b>7.4%</b>
<b>TOTAL MANAGERS AND STAFF</b>	<b>18,843</b>	<b>25,536</b>	<b>29,753</b>	<b>33,505</b>	<b>33,505</b>	<b>30,020</b>	<b>38,317</b>	<b>37,039</b>	<b>39,748</b>

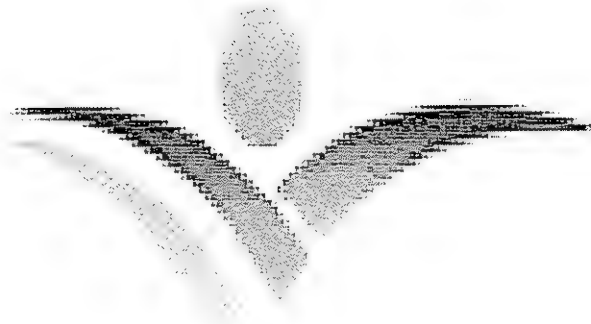
DC10 Cacadu - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	No. 10	Salary	Contrib. 1.	Allowances	Performance Bonuses	In-kind benefits 2.	Total Package 3.
<b>Rand per annum</b>							
<b>Councillors</b>							
Speaker	1	394	7	143			545
Chief Whip							-
Executive Mayor	1	493	10	193			696
Deputy Executive Mayor							
Executive Committee	5	1,849	44	676			2,568
Total for all other councillors	20	883	36	336			1,255
<b>Total Councillors</b>	<b>27</b>	<b>3,619</b>	<b>97</b>	<b>1,348</b>			<b>5,065</b>
<b>Senior Managers of the Municipality</b>							
Municipal Manager (MM)	1	665	164	163	59		1,051
Chief Finance Officer	1	613	122	150	52		937
Director Infrastructure and Planning	1	682	97	106	52		937
Director Economic Development	1	724	13	146	52		936
<i>List of each official with packages &gt;= senior manager</i>							
None							
<b>Total Senior Managers of the Municipality</b>	<b>4</b>	<b>2,684</b>	<b>396</b>	<b>565</b>	<b>216</b>	<b>-</b>	<b>3,861</b>
<b>A Heading for Each Entity</b>							
List each member of board by designation							
Chief Executive Officer (CEO)			-	-	-		-
<b>Total for municipal entities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION</b>	<b>31</b>	<b>6,303</b>	<b>493</b>	<b>1,913</b>	<b>216</b>	<b>-</b>	<b>8,926</b>

DC10 Cacadu - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers Number	2008/9			Current Year 2009/10			Budget Year 2010/11		
	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	27	-	27	27	-	27	27	-	27
Board Members of municipal entities									
Municipal employees									
Municipal Manager and Senior Managers	4	-	4	4	-	4	4	-	4
Other Managers	15	-	15	16	-	16	16	-	16
Professionals	3	1	2	3	1	2	3	1	2
Finance	3	1	2	3	1	2	3	1	2
Spatial/Town planning									
Information Technology									
Roads									
Electricity									
Water									
Sanitation									
Refuse									
Other	9	3	6	9	3	6	9	3	6
Technicians	6	2	4	7	3	4	7	3	4
Finance	4	2	2	5	3	2	5	3	2
Spatial/Town planning	1	-	1	1	-	1	1	-	1
Information Technology	1	-	1	1	-	1	1	-	1
Roads									
Electricity									
Water									
Sanitation									
Refuse									
Other	25	7	18	26	7	19	26	7	19
Clerks (Clerical and administrative)	16	7	9	19	7	12	19	7	12
Service and sales workers	9	1	8	9	1	8	9	1	8
Skilled agricultural and fishery workers									
Craft and related trades									
Plant and Machine Operators									
Elementary Occupations	8	-	8	11	-	11	11	-	11
<b>TOTAL PERSONNEL NUMBERS</b>	<b>122</b>	<b>21</b>	<b>101</b>	<b>131</b>	<b>22</b>	<b>109</b>	<b>131</b>	<b>22</b>	<b>109</b>
% Increase		(82.8%)	381.0%	29.7%	(78.2%)	7.9%	20.2%	(83.2%)	395.5%
Total municipal employees headcount									
Finance personnel headcount									
Human Resources personnel headcount									

# **CHAPTER 14**



## **Monthly Targets For Revenue, Expenditure And Cash Flow**

DC10 Cacadu - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Revenue By Source</b>															
Property rates	30	30	30	30	30	30	30	30	30	30	30	31	365	350	400
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	15	15	15	15	15	15	15	15	15	15	15	15	180	181	182
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	2	2	2	2	2	2	2	2	2	2	2	23	24	25
Service charges - other	3	3	3	3	3	3	3	3	3	3	3	3	41	41	41
Rental of facilities and equipment	82	82	82	82	82	82	82	82	82	82	82	82	985	1,033	1,084
Interest earned - external investments	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,202	24,655	11,092	12,058
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	3	3	3	3	3	3	3	3	3	3	3	3	33	35	37
Transfers recognised - operational	23,531	14,480	21,414	14,480	14,480	21,414	14,480	14,480	21,414	14,480	14,480	21,948	211,077	142,026	150,946
Other revenue	3,143	1,743	3,661	2,967	2,744	6,761	1,967	2,967	3,661	2,743	1,967	7,151	41,873	8,331	8,353
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>28,869</b>	<b>18,418</b>	<b>27,470</b>	<b>19,643</b>	<b>19,419</b>	<b>30,370</b>	<b>18,643</b>	<b>19,643</b>	<b>27,470</b>	<b>19,418</b>	<b>18,643</b>	<b>31,437</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Expenditure By Type</b>															
Employee related costs	3,133	3,133	3,133	3,133	3,626	3,133	3,133	3,133	3,133	3,133	3,133	3,148	38,317	37,039	39,748
Remuneration of councillors	419	419	419	419	419	419	419	419	419	419	450	421	5,065	5,318	5,743
Debt impairment	83	83	83	83	83	83	83	83	83	83	83	84	1,000	1,000	1,000
Depreciation & asset impairment	124	124	124	124	124	124	124	124	124	124	124	124	1,487	1,528	1,581
Finance charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases	1	1	1	1	1	1	1	1	1	1	1	1	15	16	16
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	258	258	393	258	258	393	258	258	393	258	258	394	3,640	3,836	4,012
Transfers and grants	14,023	11,518	11,518	15,098	11,578	12,332	12,933	11,421	11,383	12,935	11,431	11,960	148,157	75,340	80,980
Other expenditure	5,682	6,569	8,917	6,418	5,053	10,237	5,407	5,158	10,930	5,028	4,843	7,502	81,762	39,035	40,046
Loss on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>23,724</b>	<b>22,134</b>	<b>24,588</b>	<b>25,534</b>	<b>21,143</b>	<b>26,723</b>	<b>22,356</b>	<b>20,597</b>	<b>26,467</b>	<b>21,982</b>	<b>20,537</b>	<b>23,655</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Surplus/(Deficit)</b>	<b>5,146</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,647</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,782</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>5,146</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,647</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,782</b>	<b>-</b>	<b>-</b>	<b>-</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>5,146</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,647</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,782</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
	July	August	SepL	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Revenue by Vote</b>															
Executive and Council -	541	541	987	541	541	987	541	541	987	541	541	988	8,276	2,528	2,819
Finance and Corporate Services - Finance and Corpo	10,573	6,972	11,583	6,972	6,972	11,583	6,972	6,972	11,583	6,972	6,972	11,745	105,869	95,286	101,557
Planning and Development -	5,738	288	988	288	288	4,688	288	288	988	288	288	4,888	19,300	-	-
Health -	4,104	4,104	4,104	4,104	4,104	4,104	4,104	4,104	4,104	4,104	4,104	4,294	49,443	51,807	54,388
Community and social services -	-	-	0	-	-	100	-	-	0	-	-	100	201	1	1
Housing -	1	1	731	1	1	731	1	1	731	1	1	731	2,935	16	16
Public Safety -	1,400	-	1,513	1,000	1,001	513	-	1,000	1,513	1,000	-	1,013	9,951	3,651	3,651
Sport and Recreation -	8	-	8	225	8	8	225	225	-	-	225	-	899	-	-
Waste Management -	8	8	8	8	8	8	8	8	8	8	8	8	95	97	100
Roads -	521	521	999	521	521	1,099	521	521	999	521	521	1,099	8,363	-	-
Water -	5,980	5,980	6,055	5,980	5,980	6,055	5,980	5,980	6,055	5,980	5,980	6,068	72,070	8,687	10,545
Electricity -	3	3	503	3	3	503	3	3	503	3	3	503	2,040	40	40
Other -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>28,869</b>	<b>18,418</b>	<b>27,470</b>	<b>19,643</b>	<b>19,419</b>	<b>30,370</b>	<b>18,643</b>	<b>19,643</b>	<b>27,470</b>	<b>19,418</b>	<b>18,643</b>	<b>31,437</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Expenditure by Vote to be appropriated</b>															
Executive and Council -	3,845	4,242	4,502	3,865	4,051	4,490	4,088	3,450	4,135	3,875	3,611	4,432	48,586	38,957	41,067
Finance and Corporate Services - Finance and Corpo	2,336	3,274	2,885	2,461	2,591	5,219	2,118	2,657	4,976	2,052	2,155	2,616	35,341	36,240	37,916
Planning and Development -	2,001	2,014	2,040	2,001	2,001	2,040	2,001	2,001	2,040	2,001	2,025	2,249	24,416	5,340	5,742
Health -	5,843	4,269	4,268	5,883	4,262	4,268	5,843	4,262	4,308	5,843	4,269	4,720	58,040	60,301	64,172
Community and social services -	17	17	17	17	17	17	17	17	17	17	17	17	201	1	1
Housing -	293	309	298	299	287	261	283	302	305	285	297	285	3,483	593	639
Public Safety -	649	728	2,673	649	674	2,173	649	649	2,273	649	675	1,975	14,417	7,309	7,625
Sport and Recreation -	133	133	133	133	133	133	133	133	133	133	133	134	1,599	700	700
Waste Management -	1	1	2	1	1	2	1	1	2	1	1	2	20	20	21
Roads -	866	884	868	866	866	868	866	866	868	866	882	870	10,436	2,179	2,352
Water -	6,735	5,655	5,657	8,654	5,654	6,657	5,654	5,654	5,654	5,654	5,659	5,679	72,975	9,645	11,593
Electricity -	406	6	606	6	6	6	6	6	1,006	6	6	6	2,074	75	76
Other -	599	602	639	699	599	639	699	599	739	599	804	640	7,855	1,151	1,223
<b>Total Expenditure by Vote</b>	<b>23,724</b>	<b>22,134</b>	<b>24,588</b>	<b>25,534</b>	<b>21,143</b>	<b>26,773</b>	<b>22,358</b>	<b>20,597</b>	<b>25,467</b>	<b>21,982</b>	<b>20,537</b>	<b>23,605</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>5,145</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,597</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,832</b>	<b>-</b>	<b>-</b>	<b>-</b>
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/(deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>5,145</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,597</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,832</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Supporting Table SA27 Budgeted monthly revenue and expenditure (standard classification)

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Revenue - Standard</b>															
<i>Governance and administration</i>															
Executive and council	11,114	7,513	12,570	7,513	7,513	12,570	7,513	7,513	12,570	7,513	7,513	12,733	114,145	98,814	104,386
Budget and treasury office	541	541	987	541	541	987	541	541	987	541	541	988	8,276	2,528	2,819
Corporate services	6,799	6,799	11,147	6,799	6,799	11,147	6,799	6,799	11,147	6,799	6,799	11,309	99,145	89,358	94,324
Community and public safety	3,774	172	436	172	172	436	172	172	436	172	172	436	6,724	6,928	7,243
Community and social services	5,506	4,106	6,348	5,331	5,107	5,448	4,331	5,331	6,348	5,106	4,331	6,138	63,429	55,475	58,056
Sport and recreation	-	-	0	-	-	100	-	225	0	-	-	-	100	201	1
Public safety	1,400	-	-	225	-	-	225	225	-	-	225	-	899	-	-
Housing	1	-	1,513	1,000	1,001	513	-	1,000	1,513	1,000	-	1,013	9,951	3,651	3,651
Health	4,104	4,104	731	4,104	4,104	731	4,104	4,104	4,104	4,104	4,104	4,284	2,935	16	16
<i>Economic and environmental services</i>															
Planning and development	6,258	808	1,987	808	808	5,787	808	808	1,987	808	808	4,284	49,443	51,807	54,388
Road transport	5,738	288	988	288	288	4,688	288	288	988	288	288	4,888	27,653	-	-
Environmental protection	521	521	999	521	521	1,099	521	521	999	521	521	1,099	19,300	-	-
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	8,363	-	-
Electricity	5,991	5,991	6,566	5,991	5,991	6,566	5,991	5,991	6,566	5,991	5,991	6,579	74,205	8,824	10,685
Water	3	3	503	3	3	503	3	3	503	3	3	503	2,040	40	40
Waste water management	5,980	5,980	6,055	5,980	5,980	6,055	5,980	5,980	6,055	5,980	5,980	6,068	72,070	8,687	10,545
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	95	97	100
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue - Standard</b>	<b>28,869</b>	<b>18,418</b>	<b>27,470</b>	<b>19,643</b>	<b>19,419</b>	<b>30,370</b>	<b>18,643</b>	<b>19,643</b>	<b>27,470</b>	<b>19,418</b>	<b>18,643</b>	<b>31,437</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Expenditure - Standard</b>															
<i>Governance and administration</i>															
Executive and council	6,181	7,516	7,387	6,326	6,643	9,708	6,205	6,107	9,111	5,927	5,768	7,048	83,927	75,197	78,982
Budget and treasury office	3,844	4,241	4,501	3,854	4,050	4,489	4,087	3,449	4,135	3,874	3,611	4,432	48,576	38,947	41,054
Corporate services	618	799	913	768	814	3,034	338	338	3,004	358	419	536	11,939	12,119	12,649
Community and public safety	1,718	2,476	1,973	1,594	1,778	2,185	1,780	2,319	1,973	1,694	1,739	2,081	23,411	24,131	25,278
Community and social services	6,935	5,455	7,389	6,981	5,373	6,852	6,925	5,363	7,036	6,928	5,391	7,111	77,740	69,504	73,137
Sport and recreation	17	17	17	17	17	17	17	17	17	17	17	17	201	1	1
Public safety	133	133	133	133	133	133	133	133	133	133	133	134	1,599	700	700
Housing	649	728	2,673	649	674	2,173	649	649	2,273	649	675	1,975	14,417	7,309	7,625
Health	293	309	298	299	287	261	283	302	305	285	297	265	3,483	593	639
<i>Economic and environmental services</i>															
Planning and development	5,843	4,259	4,268	5,883	4,262	4,268	5,843	4,262	4,308	5,843	4,269	4,720	58,040	60,901	64,172
Road transport	2,857	2,898	2,908	2,867	2,867	2,909	2,867	2,867	2,908	2,867	2,908	3,119	34,852	7,519	8,093
Environmental protection	2,001	2,014	2,040	2,001	2,001	2,040	2,001	2,001	2,001	2,001	2,025	2,249	24,416	5,340	5,742
Trading services	866	884	868	866	866	868	866	866	868	866	862	870	10,436	2,179	2,352
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	7,142	5,652	6,265	8,652	5,652	6,655	5,652	5,652	6,673	5,652	5,656	5,687	75,068	9,741	11,691
Waste water management	406	6	606	6	6	6	6	6	1,006	6	6	6	2,074	75	77
Waste management	6,735	5,655	5,657	8,654	5,654	6,657	5,654	5,654	5,654	5,654	5,659	5,679	72,975	9,645	11,593
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure - Standard</b>	<b>23,724</b>	<b>22,134</b>	<b>24,588</b>	<b>25,434</b>	<b>21,143</b>	<b>26,773</b>	<b>22,358</b>	<b>20,597</b>	<b>26,467</b>	<b>21,592</b>	<b>20,537</b>	<b>23,605</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Surplus/(Deficit) before assoc.</b>	<b>5,146</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,597</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit)</b>	<b>5,146</b>	<b>(3,716)</b>	<b>2,882</b>	<b>(5,892)</b>	<b>(1,724)</b>	<b>3,597</b>	<b>(3,716)</b>	<b>(955)</b>	<b>1,004</b>	<b>(2,564)</b>	<b>(1,894)</b>	<b>7,832</b>	<b>-</b>	<b>-</b>	<b>-</b>



Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)	Medium Term Revenue and Expenditure
-----------------------------------------------------------------------------	-------------------------------------

Description	Budget Year 2010/11												Framework	
	July	August	Sept	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year +1	Budget Year +2
													2011/12	2012/13
<b>R thousand</b>														
<i>Multi-year expenditure to be appropriated</i>														
Executive and Council -					838	-					838	-	423	391
Finance and Corporate Services - Finance and Corpor					753	-					753	-	1,528	1,441
Planning and Development -					737	-					737	-	840	843
Health -					460	-					460	-	25	3
Community and social services -					-	-					-	-	-	-
Housing -					-	-					-	-	12	8
Public Safety -					300	-					300	-	950	970
Sport and Recreation -					-	-					-	-	-	-
Waste Management -					-	-					-	-	-	-
Roads -					-	-					-	-	400	120
Water -					-	-					-	-	250	250
Electricity -					-	-					-	-	-	-
Other -					-	-					-	-	5	10
.					-	-					-	-	-	-
.					-	-					-	-	-	-
<b>Capital multi-year expenditure sub-total</b>					<b>3,088</b>						<b>3,088</b>		<b>4,433</b>	<b>4,036</b>
<i>Single-year expenditure to be appropriated</i>														
Executive and Council -					-	-					-	-	-	-
Finance and Corporate Services - Finance and Corpor					-	-					-	-	-	-
Planning and Development -					-	-					-	-	-	-
Health -					-	-					-	-	-	-
Community and social services -					-	-					-	-	-	-
Housing -					-	-					-	-	-	-
Public Safety -					-	-					-	-	-	-
Sport and Recreation -					-	-					-	-	-	-
Waste Management -					-	-					-	-	-	-
Roads -					-	-					-	-	-	-
Water -					-	-					-	-	-	-
Electricity -					-	-					-	-	-	-
Other -					-	-					-	-	-	-
.					-	-					-	-	-	-
.					-	-					-	-	-	-
<b>Capital single-year expenditure sub-total</b>					<b>3,088</b>						<b>3,088</b>		<b>6,176</b>	<b>4,033</b>
<b>Total Capital Expenditure</b>														<b>4,033</b>

DC10 Cacadu - Supporting Table SA29 Budgeted monthly capital expenditure (standard classification)

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousand</b>															
<b>Capital Expenditure - Standard</b>															
<i>Governance and administration</i>															
Executive and council	-	-	-	-	1,591	-	-	-	-	-	1,591	-	3,182	1,951	1,832
Budget and treasury office	-	-	-	-	838	-	-	-	-	-	838	-	1,676	423	391
Corporate services	-	-	-	-	194	-	-	-	-	-	194	-	387	1,263	1,196
<i>Community and public safety</i>															
Community and social services	-	-	-	-	560	-	-	-	-	-	560	-	1,119	265	245
Sport and recreation	-	-	-	-	760	-	-	-	-	-	760	-	1,520	987	981
Public safety	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health	-	-	-	-	300	-	-	-	-	-	300	-	600	950	970
<i>Economic and environmental services</i>															
Planning and development	-	-	-	-	460	-	-	-	-	-	460	-	920	25	8
Road transport	-	-	-	-	737	-	-	-	-	-	737	-	1,474	1,240	963
Environmental protection	-	-	-	-	737	-	-	-	-	-	737	-	1,474	840	843
<i>Trading services</i>															
Electricity	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>															
<b>Total Capital Expenditure - Standard</b>	-	-	-	-	3,088	-	-	-	-	-	3,088	-	6,176	4,433	4,036

DC10 Cacadu - Supporting Table SA30 Budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
													Budget Year 2010/11	Budget Year #1 2011/12	Budget Year #2 2012/13
	July	August	Sept.	October	November	December	January	February	March	April	May	June			
<b>Cash Receipts By Source</b>															
Property rates	30	30	30	30	30	30	30	30	30	30	30	31	365	350	400
Property rates - penalties & collection charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	15	15	15	15	15	15	15	15	15	15	15	15	180	161	182
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	2	2	2	2	2	2	2	2	2	2	2	23	24	26
Service charges - other	3	3	3	3	3	3	3	3	3	3	3	3	41	41	41
Rent of facilities and equipment	82	82	82	82	82	82	82	82	82	82	82	82	985	1,033	1,084
Interest earned - external investments	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,060	2,202	24,665	11,092	12,053
Interest earned - outstanding debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services	3	3	3	3	3	3	3	3	3	3	3	3	33	35	37
Transfer receipts - operational	23,531	14,480	21,414	14,480	14,480	21,414	14,480	14,480	21,414	14,480	14,480	21,480	211,077	142,026	150,946
Other revenue	3,143	1,743	3,661	2,967	2,744	6,761	1,967	2,967	3,661	2,743	1,967	7,151	41,873	0,331	6,353
<b>Cash Receipts by Source</b>	<b>28,869</b>	<b>18,418</b>	<b>27,470</b>	<b>19,643</b>	<b>19,419</b>	<b>30,370</b>	<b>18,643</b>	<b>19,643</b>	<b>27,470</b>	<b>19,418</b>	<b>16,643</b>	<b>31,437</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Other Cash Flows by Source</b>															
Transfer receipts - capital	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds on disposal of PPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Short term loans	21	-	-	-	-	-	-	-	-	-	-	(32)	(11)	-	-
Borrowing long term financing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease income (decrease) in non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments	(21)	-	-	-	-	-	-	-	-	-	-	-	11	-	-
<b>Total Cash Receipts by Source</b>	<b>28,869</b>	<b>18,418</b>	<b>27,470</b>	<b>19,643</b>	<b>19,419</b>	<b>30,370</b>	<b>18,643</b>	<b>19,643</b>	<b>27,470</b>	<b>19,418</b>	<b>16,643</b>	<b>31,437</b>	<b>279,442</b>	<b>163,112</b>	<b>173,126</b>
<b>Cash Payments by Type</b>															
Employee related costs	3,133	3,133	3,133	3,133	3,076	3,133	3,133	3,133	3,133	3,133	3,347	3,148	38,317	37,039	39,748
Remuneration of councillors	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Collection costs	1	1	1	1	1	1	1	1	1	1	1	1	12	-	-
Interest paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - Electricity	1	1	1	1	1	1	1	1	1	1	1	1	15	16	16
Bulk purchases - Water & Sewer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracted services	258	258	393	258	258	393	258	258	393	258	258	394	3,640	3,636	4,012
Grants and subsidies paid - other municipalities	12,362	11,446	11,438	13,436	11,498	12,252	11,271	11,341	11,303	11,274	11,287	11,762	140,690	67,539	72,648
Grants and subsidies paid - other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General expenses	5,764	6,671	8,999	6,500	5,135	10,319	5,469	5,240	11,012	5,764	5,764	5,992	82,650	39,835	40,946
<b>Cash Payments by Type</b>	<b>21,519</b>	<b>21,511</b>	<b>23,965</b>	<b>23,330</b>	<b>20,320</b>	<b>26,100</b>	<b>20,154</b>	<b>19,974</b>	<b>25,843</b>	<b>20,431</b>	<b>20,658</b>	<b>21,319</b>	<b>265,324</b>	<b>148,365</b>	<b>157,370</b>
<b>Other Cash Flows/ Payments by Type</b>															
Capital assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Cash Payments by Type</b>	<b>21,519</b>	<b>21,511</b>	<b>23,965</b>	<b>23,330</b>	<b>20,320</b>	<b>26,100</b>	<b>20,154</b>	<b>19,974</b>	<b>25,843</b>	<b>20,431</b>	<b>20,658</b>	<b>21,319</b>	<b>265,324</b>	<b>148,365</b>	<b>157,370</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>7,350</b>	<b>(3,093)</b>	<b>3,505</b>	<b>(3,687)</b>	<b>(1,101)</b>	<b>4,271</b>	<b>(1,511)</b>	<b>(331)</b>	<b>1,627</b>	<b>(1,013)</b>	<b>(2,016)</b>	<b>10,118</b>	<b>14,118</b>	<b>14,747</b>	<b>15,756</b>
Cash/cash equivalents at the month/year begin:	7,350	7,350	4,257	7,762	4,075	2,974	7,245	5,734	5,402	7,029	6,016	4,000	-	14,118	28,865
Cash/cash equivalents at the month/year end:	7,350	4,257	7,762	4,075	2,974	7,245	5,734	5,402	7,029	6,016	4,000	14,118	14,118	28,865	44,622

# **CHAPTER 15**



## **Annual Budgets & SDBIP: Internal Departments**

## **CHAPTER 15**

### **ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS**

(For information refer Annexure “H”)

# **CHAPTER 16**



## **Contracts having Future Budgetary Implications**

DC10 Cacadu - Supporting Table SA33 Contracts having future budgetary implications

Description	Preceding Years	Current Year 2009/10	2010/11 Medium Term Revenue & Expenditure Framework			Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Total Contract Value
			Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousand	Total	Original Budget											
Parent Municipality:													
<u>Revenue Obligation By Contract</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
Total Operating Revenue Implication													
<u>Expenditure Obligation By Contract</u>													
ABSA Bank													-
Contract 2													-
Contract 3 etc													-
Total Operating Expenditure Implication													
<u>Capital Expenditure Obligation By Contract</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
Total Capital Expenditure Implication													
Total Parent Expenditure Implication													

Description	Preceding Years	Current Year 2009/10	2010/11 Medium Term Revenue & Expenditure Framework			Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Total Contract Value
			Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13								
R thousand	Total	Original Budget											Estimate
Entities:													
<u>Revenue Obligation By Contract</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
Total Operating Revenue Implication													
<u>Expenditure Obligation By Contract</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
Total Operating Expenditure Implication													
<u>Capital Expenditure Obligation By Contract</u>													
Contract 1													-
Contract 2													-
Contract 3 etc													-
Total Capital Expenditure Implication													
Total Entity Expenditure Implication													-



# **CHAPTER 17**



## **Capital Expenditure Details**

DC10 Cacadu - Table A9 Asset Management

DC10 Casadu - Table A9 Asset Management										
Description	Ref	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand										
CAPITAL EXPENDITURE										
<u>Total New Assets</u>	1	-	836	-	2,900	4,100	4,100	1,650	550	100
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	-	836	-	2,900	4,100	4,100	1,650	550	100
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<u>Total Renewal of Existing Assets</u>	2	950	3,001	3,743	3,229	1,764	1,764	4,526	3,211	3,546
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	950	3,001	3,743	3,229	1,764	1,764	4,526	3,211	3,546
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
<u>Total Capital Expenditure</u>	4	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6	950	3,837	3,743	6,129	5,864	5,864	6,176	3,761	3,646
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	2	950	3,837	3,743	6,129	5,864	5,864	6,176	3,761	3,646
ASSET REGISTER SUMMARY - PPE (WDV)										
Infrastructure - Road transport	5	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets		-	-	-	-	-	-	-	-	-
Agricultural Assets		-	-	-	-	-	-	-	-	-
Biological assets		-	-	-	-	-	-	-	-	-
Intangibles		-	-	-	-	-	-	-	-	-
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	-	-	-	-	-	-	-	-	-
EXPENDITURE OTHER ITEMS										
<u>Depreciation &amp; asset impairment</u>	3	2,045	2,521	1,996	2,212	2,212	1,510	1,487	1,528	1,581
<u>Repairs and Maintenance by Asset Class</u>		1,287	638	1,033	493	2,752	2,400	2,244	2,261	2,293
Infrastructure - Road transport		-	-	-	-	-	-	-	-	-
Infrastructure - Electricity		-	-	-	-	-	-	-	-	-
Infrastructure - Water		-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation		-	-	-	-	-	-	-	-	-
Infrastructure - Other		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community		-	-	-	-	-	-	-	-	-
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	1,287	638	1,033	493	2,752	2,400	2,244	2,261	2,293
TOTAL EXPENDITURE OTHER ITEMS		3,332	3,158	3,030	2,705	4,964	3,910	3,731	3,789	3,874
% of capital exp on renewal of assets		0.0%	359.0%	0.0%	111.3%	43.0%	43.0%	274.3%	583.8%	3546.0%
Renewal of Existing Assets as % of deprecn"		46.5%	119.0%	187.5%	146.0%	79.7%	116.8%	304.4%	210.1%	224.3%
R&M as a % of PPE		2.2%	1.1%	1.2%	0.6%	3.1%	2.7%	2.4%	2.3%	2.3%
Renewal and R&M as a % of PPE		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

DC10 Cacadu - Supporting Table SA34a Capital expenditure on new assets by asset class

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>R thousand</b>									
<b>Capital expenditure on new assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	-	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Buses	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	-	836	-	2,900	4,100	4,100	1,650	550	100
General vehicles	-	660	-	2,110	2,310	2,310	1,300	400	-
Specialised vehicles	-	-	-	530	530	530	250	-	-
Plant & equipment	-	-	-	-	-	-	-	-	-
Computers - hardware/equipment	-	140	-	-	-	-	-	-	-
Furniture and other office equipment	-	36	-	250	1,250	1,250	100	150	100
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	-	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on new assets</b>	-	836	-	2,900	4,100	4,100	1,650	550	100
<b>Specialised vehicles</b>	-	149	469	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	149	469	-	-	-	-	-	-

DC10 Cacadu - Supporting Table SA34b Capital expenditure on the renewal of existing assets by asset class

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Capital expenditure on renewal of existing assets by Asset Class/Sub-class</b>									
<b>Infrastructure</b>	-	-	-	-	-	-	-	-	-
Infrastructure - Road transport	-	-	-	-	-	-	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	-	-
Storm water	-	-	-	-	-	-	-	-	-
Infrastructure - Electricity	-	-	-	-	-	-	-	-	-
Generation	-	-	-	-	-	-	-	-	-
Transmission & Reticulation	-	-	-	-	-	-	-	-	-
Street Lighting	-	-	-	-	-	-	-	-	-
Infrastructure - Water	-	-	-	-	-	-	-	-	-
Dams & Reservoirs	-	-	-	-	-	-	-	-	-
Water purification	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	-
Reticulation	-	-	-	-	-	-	-	-	-
Sewerage purification	-	-	-	-	-	-	-	-	-
Infrastructure - Other	-	-	-	-	-	-	-	-	-
Waste Management	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-
Gas	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Community</b>	-	-	-	-	-	-	-	-	-
Parks & gardens	-	-	-	-	-	-	-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-	-	-	-	-	-	-	-	-
Community halls	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-
Recreational facilities	-	-	-	-	-	-	-	-	-
Fire, safety & emergency	-	-	-	-	-	-	-	-	-
Security and policing	-	-	-	-	-	-	-	-	-
Busos	-	-	-	-	-	-	-	-	-
Clinics	-	-	-	-	-	-	-	-	-
Museums & Art Galleries	-	-	-	-	-	-	-	-	-
Cemeteries	-	-	-	-	-	-	-	-	-
Social rental housing	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Heritage assets</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Investment properties</b>	-	-	-	-	-	-	-	-	-
Housing development	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Other assets</b>	950	3,001	3,743	3,229	1,764	1,764	4,526	3,211	3,546
General vehicles	116	1,608	2,362	700	950	950	650	1,400	1,200
Specialised vehicles	-	149	489	1,310	-	-	-	-	500
Plant & equipment	255	104	224	-	-	-	820	-	-
Computers - hardware/equipment	485	312	341	-	-	-	-	-	-
Furniture and other office equipment	94	593	327	1,219	604	604	3,056	1,811	1,846
Abattoirs	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-
Civic Land and Buildings	-	35	-	-	-	-	-	-	-
Other Buildings	-	-	-	-	-	-	-	-	-
Other Land	-	-	-	-	-	-	-	-	-
Surplus Assets - (Investment or Inventory)	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Agricultural assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Biological assets</b>	-	-	-	-	-	-	-	-	-
List sub-class	-	-	-	-	-	-	-	-	-
<b>Intangibles</b>	-	-	-	-	-	-	-	-	-
Computers - software & programming	-	-	-	-	-	-	-	-	-
Other (list sub-class)	-	-	-	-	-	-	-	-	-
<b>Total Capital Expenditure on renewal of existing assets</b>	<b>950</b>	<b>3,001</b>	<b>3,743</b>	<b>3,229</b>	<b>1,764</b>	<b>1,764</b>	<b>4,526</b>	<b>3,211</b>	<b>3,546</b>
<b>Specialised vehicles</b>	-	-	-	-	-	-	-	-	-
Refuse	-	-	-	-	-	-	-	-	-
Fire	-	-	-	-	-	-	-	-	-
Conservancy	-	-	-	-	-	-	-	-	-
Ambulances	-	-	-	-	-	-	-	-	-

# **CHAPTER 18**



## **Legislative Compliance Status**

## **CHAPTER 18**

### **LEGISLATIVE COMPLIANCE STATUS**

The promulgation of the Municipal Finance Management Act (The Act) has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2010/2011 complies with these key requirements.

The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Cacadu District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been in most instances submitted on time.

In accordance with the provisions of the Act, Cacadu District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The reform agenda set out through the Municipal Finance Management Act provides new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Cacadu District Municipality's consolidated financial statements were prepared to comply with GAMAP / GRAP since the 2004/05 financial year. The municipal entity's financial statements were also prepared in line with GAAP.

When preparing the budget, the Cacadu District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.

# **CHAPTER 19**



## **Details of Budgets per Department**

## **CHAPTER 19**

### **SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2010/11**

<b>DEPARTMENT</b>	<b>AMOUNT R'000</b>	<b>%</b>
Infrastructure Development & Planning	132 842	48%
Health	49 253	18%
Finance & Corporate Services	39 913	14%
Economic Development	23 446	8%
Office of the Mayor	23 284	8%
Office of the Municipal Manager	10 704	4%



DC10 Cacadu - Budgeted Financial Performance (revenue and expenditure by Department)

Department	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
<b>OFFICE OF THE MAYOR</b>									
<b>REVENUE</b>									
Councils Expenses	3,370	1,092	11,318	8,537	9,167	1,533	1,643	1,738	1,819
Mayoral Committee	-	28	-924	-	-	12	-	-	-
Office of the Speaker	-	-	-	-	-	-	-	-	-
Executive support	-	-	-	-	-	-	-	-	-
Grants and donations	13	-	16	29	27	27	-	-	-
	3,383	1,120	10,410	8,566	9,194	1,572	1,643	1,738	1,819
<b>EXPENDITURE</b>									
Councils Expenses	3,811	3,750	19,087	13,358	14,708	13,650	16,562	13,835	14,145
Mayoral Committee	3,904	3,394	2,309	4,099	4,099	4,038	4,503	4,724	5,061
Office of the Speaker	-	452	1,012	1,358	1,358	1,292	1,658	1,720	1,812
Executive support	-2,814	556	337	371	371	366	401	420	452
Grants and donations	152	178	97	189	187	187	160	160	160
	5,053	8,330	22,842	19,375	20,723	19,533	23,284	20,859	21,630
Surplus/(Deficit)	-1,670	-7,210	-12,432	-10,809	-11,529	-17,961	-21,641	-19,121	-19,811
<b>OFFICE OF THE MUNICIPAL MANAGER</b>									
<b>REVENUE</b>									
Management	3	161	-	-	-	-	-	-	-
Capacity Building	-	-	1,313	-	1,346	1,126	1,470	790	1,000
HIV/AIDS	3,320	-	-	-	-	-	-	-	-
Performance Management	178	-	365	504	1,863	1,200	663	-	-
Special Projects; Youth, Ge	173	2,220	42	785	785	276	-	-	-
	3,674	2,381	1,720	1,289	3,994	2,602	2,133	790	1,000
<b>EXPENDITURE</b>									
Management	1,478	1,638	1,890	2,194	2,194	2,143	2,390	2,507	2,682
Capacity Building	1,516	11	2,085	1,676	3,022	2,612	2,140	1,494	1,754
HIV/AIDS	3,472	21	807	1,341	1,341	993	1,171	1,240	1,332
Performance Management	257	1	925	1,310	2,670	1,875	1,512	895	957
Special Projects; Youth, Ge	964	5,567	568	1,147	1,147	571	3,491	1,507	1,532
	7,687	7,238	6,275	7,668	10,374	8,194	10,704	7,643	8,257
Surplus/(Deficit)	-4,013	-4,857	-4,555	-6,379	-6,380	-5,592	-8,571	-6,853	-7,257
<b>PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>									
<b>REVENUE</b>									
Management	83	27	1,413	1,242	1,273	1,288	-	-	-
Planning and Infrastructure	-	-	-	-	-	-	-	-	-
Planning Unit	5,440	3,115	5,055	4,475	7,471	7,471	6,250	-	-
GIS Specialist	2	0	-23	694	659	659	250	-	-

Department	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
Project Management	–	–	–	–	2,014	1,514	5,650	–	–
HOD - Planning Unit	–	–	222	–	–	–	–	–	–
Environmental Health - Ma	–	–	–	–	–	280	–	–	–
Environmental Health	4,012	4,271	4,526	5,011	5,411	400	190	190	190
Cemetaries	48	–	137	90	90	90	200	–	–
Rietbron Cemetary	1	1	0	1	1	1	1	1	1
Rietbron Library	–	–	–	–	–	–	–	–	–
Libraries	3,041	2,047	3,265	–	–	–	–	–	–
Housing Management	9,956	3,862	689	3,818	3,971	1,378	2,918	–	–
Rietbron Housing	10	14	14	16	16	16	16	16	16
Disaster Management	1,370	1,997	2,925	6,340	5,140	6,340	1,000	1,000	1,000
Fire Service	1,412	1,683	1,253	1,901	2,376	1,751	8,951	2,650	2,650
2010 World Cup	–	–	–	500	500	–	–	–	–
Sport Grounds	748	1,224	101	1,892	2,642	1,743	899	–	–
Rietbron Sanitation and Re	71	88	82	85	85	95	95	97	100
Waste Management	5,548	3,546	65	–	–	–	–	–	–
Waste Water	397	167	158	–	–	–	–	–	–
Roads and Transport	9,479	79,004	77,347	142,764	205,290	204,577	8,363	–	–
Rietbron roads, streets	–	–	–	–	–	–	–	–	–
Water Services Authority	3,839	5,818	8,230	11,629	18,500	12,373	71,943	8,559	10,417
Rietbron water	116	133	149	136	136	126	127	128	128
Electricity - Other	25	81	41	7,871	7,830	5,830	2,000	–	–
Rietbron streetlights	3	–	–	40	40	40	40	40	40
	45,601	107,078	105,649	188,505	263,445	245,972	108,893	12,681	14,542
<b>EXPENDITURE</b>									
Management	1,577	1,761	3,262	3,100	3,131	3,146	1,981	2,101	2,253
Planning and Infrastructure	–	–	572	728	728	625	685	719	774
Planning Unit	6,675	4,491	6,441	7,386	10,382	8,277	7,650	1,473	1,590
GIS Specialist	267	177	72	1,079	1,044	1,058	694	468	505
Project Management	1,099	1,177	1,134	1,495	3,508	2,892	6,925	1,309	1,412
HOD - Planning Unit	11	–	858	887	887	875	917	960	1,023
Environmental Health - Ma	358	–	316	494	774	773	517	544	588
Environmental Health	10,324	6,401	7,421	8,872	9,272	9,279	8,270	8,739	9,386
Cemetaries	48	45	198	90	90	90	200	–	–
Rietbron Cemetary	–	–	–	1	1	1	1	1	1
Rietbron Library	1	0	0	2	2	0	0	0	0
Libraries	3,092	2,047	3,259	–	–	–	–	–	–
Housing Management	10,383	12,949	405	4,122	4,274	1,927	3,476	590	631
Rietbron Housing	4	5	5	5	5	5	6	6	6
Disaster Management	3,286	3,834	6,893	11,021	9,821	10,003	4,840	3,998	4,265
Fire Service	1,972	1,320	5,602	4,210	4,685	4,045	9,577	3,311	3,360
2010 World Cup	200	750	436	500	500	–	–	–	–
Sport Grounds	819	1,256	101	1,892	2,642	2,443	1,599	700	700

Department	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
Rietbron Sanitation and Refuse	11	6	8	19	19	19	20	20	21
Waste Management	326	-	-	-	-	-	-	-	-
Waste Water	5,618	3,713	223	-	-	-	-	-	-
Roads and Transport	9,927	79,686	79,672	143,656	206,181	205,199	9,169	850	920
Rietbron roads, streets	810	694	542	1,104	1,104	625	1,267	1,329	1,431
Water Services Authority	4,754	6,603	9,654	12,513	19,384	12,804	72,857	9,519	11,457
Rietbron water	90	39	86	121	121	102	117	126	135
Electricity - Other	25	81	41	7,871	7,830	5,830	2,000	-	-
Rietbron streetlights	44	64	94	74	74	53	74	75	76
	61,721	127,099	127,295	211,242	286,459	270,071	132,842	36,838	40,534
Surplus/(Deficit)	-16,120	-20,021	-21,646	-22,737	-23,014	-24,099	-23,949	-24,157	-25,992
<b>ECONOMIC DEVELOPMENT</b>									
<b>REVENUE</b>									
Management	-	-	-	1,918	1,500	1,500	4,500	-	-
Local Economic Development	3,344	3,157	1,167	8,769	18,954	23,519	7,150	-	-
Trade and Investment	-	-	-	-	-	-	-	-	-
Tourism, promotion and development	227	3	1,452	-	1,400	9,533	-	-	-
	3,571	3,160	2,619	10,687	21,854	34,552	11,650	0	0
<b>EXPENDITURE</b>									
Management	824	698	1,315	5,156	4,666	3,944	7,362	2,831	2,972
Local Economic Development	5,577	5,080	5,209	14,706	25,098	24,237	7,854	736	787
Trade and Investment	-	-	9	340	340	-	375	393	425
Tourism, promotion and development	416	364	7,693	10,042	11,308	11,167	7,855	1,151	1,223
	6,817	6,142	14,226	30,244	41,412	39,348	23,446	5,111	5,407
Surplus/(Deficit)	-3,246	-2,982	-11,607	-19,557	-19,558	-4,796	-11,796	-5,111	-5,407
<b>HEALTH</b>									
<b>REVENUE</b>									
Clinics	-	1,541	34	-	194	494	-	-	-
Primary Health Care	17,528	20,845	31,355	43,143	39,954	39,954	49,253	51,617	54,198
	17,528	22,386	31,389	43,143	40,148	40,448	49,253	51,617	54,198
<b>EXPENDITURE</b>									
Clinics	-	2,370	177	300	494	494	-	-	-
Primary Health Care	18,461	20,981	31,833	43,143	39,954	39,954	49,253	51,617	54,198
	18,461	23,351	32,010	43,443	40,448	40,448	49,253	51,617	54,198
Surplus/(Deficit)	-933	-965	-621	-300	-300	0	0	0	0

Department	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
<b>FINANCE AND CORPOATE SERVICES</b>									
<b>REVENUE</b>									
Management	24	-	-	-	-	-	-	-	-
Secretariat	25	-	-	-	-	-	-	-	-
Auxilliary Services	599	-	589	-	-	-	-	-	-
Manager: Finance	-	-	-	-	-	-	-	-	-
Creditors	26	7	-	-	-	-	-	-	-
Financial Accounting Division	1,671	1,202	677	1,492	1,692	1,562	6,050	6,045	6,262
Revenue Collection	58,560	70,860	101,143	88,146	91,258	91,307	93,095	83,313	88,061
Manager: Corporate Services	-	-	-	-	-	-	-	-	-
Payroll Administration	50	46	27	30	30	32	33	35	37
Occupational Health	-	-	-	-	-	-	-	-	-
People Management	228	131	378	300	1,300	1,700	1,350	1,350	1,350
Information Technology	107	126	-	-	-	-	-	-	-
Estates	884	441	864	880	880	919	968	1,016	1,067
Estates: Rietbron	701	2	2	2	2	2	2	2	2
Estates: Other	540	3	-	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-	-	-	-
Pool Vehicle: Finance	-7	16	-	-	-	-	-	-	-
Pool Vehicle: Infrastructure	-	-	-	-	-	-	-	-	-
Pool Vehicle: Economic Development	-	-	-	-	-	-	-	-	-
Asset Management	25	-	-	-	-	-	-	-	-
Public Relations	395	-6	24	30	30	30	30	30	30
Procurement	50	10	15	10	10	10	10	10	10
Rietbron: Administration	48	59	58	53	53	27	27	27	27
DMA Administration	51	132	-	-	-	43	-	-	-
Internal Audit and Control	-	-	-	-	-	-	-	-	-
Levies	2,925	119	193	-	-	57	-	-	-
Security and Cleaning	-	-	-	-	-	-	-	-	-
Finance Management and Administration	362	283	138	569	569	545	653	685	738
Pensioners Expenditure	-	-1,579	39	-	-	50	50	50	50
Pensioners Expenditure - Rietbron	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Pensioners Expenditure - Other	-	519	-	596	596	-	-	-	-
Job Evaluation	640	-	-	-	-	-	-	-	-
	70,801	75,329	107,163	95,447	99,759	99,534	105,870	96,286	101,567
<b>EXPENDITURE</b>									
Management	1,741	2,024	1,584	1,323	1,323	1,309	1,390	1,459	1,569
Secretariat	911	812	1,169	1,336	1,336	1,364	1,525	1,600	1,717
Auxilliary Services	1,750	1,357	1,885	1,601	1,601	1,441	1,656	1,746	1,896
Manager: Finance	-	-	316	508	508	497	550	551	592
Creditors	333	403	461	562	562	2,080	600	627	670
Financial Accounting Division	2,509	2,660	2,512	3,305	3,505	3,377	8,123	8,236	8,607
Revenue Collection	-264	1,691	4,026	832	3,945	4,089	2,014	2,061	2,132

Department	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
R thousand	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year 2011/12	Budget Year 2012/13
Manager: Corporate Services	–	8	450	562	562	688	574	600	644
Payroll Administration	623	546	590	1,350	1,350	679	1,274	1,337	1,440
Occupational Health	11	2	1	8	8	4	4	4	4
People Management	1,133	1,677	1,512	3,520	3,520	3,697	3,255	3,303	3,381
Information Technology	1,497	1,600	1,749	1,999	1,999	1,973	2,092	2,239	2,407
Estates	813	730	-46	1,621	1,621	622	1,291	1,423	1,555
Estates: Rietbron	723	–	4	47	47	19	120	126	132
Estates: Other	835	102	102	344	344	95	185	192	198
Legal Services	297	259	459	772	772	684	867	849	894
Pool Vehicle: Finance	54	-17	-13	20	20	–	–	–	–
Pool Vehicle: Infrastructure	-51	162	162	–	–	–	–	–	–
Pool Vehicle: Economic Dev	-69	235	209	–	–	–	–	–	-1
Asset Management	201	235	268	324	324	268	307	322	345
Public Relations	3,773	2,377	1,533	3,243	3,243	2,869	3,002	3,031	3,070
Procurement	160	245	217	292	292	312	347	365	391
Rietbron: Administration	366	457	131	184	184	184	185	191	198
DMA Administration	610	504	818	844	844	948	1,020	892	945
Internal Audit and Control	414	446	554	491	491	665	559	559	559
Levies	-86	-713	278	1,400	1,400	12	12	–	–
Security and Cleaning	630	923	972	1,075	1,075	1,088	1,141	1,189	1,249
Finance Management and S	364	279	117	569	569	545	653	685	738
Pensioners Expenditure	2,746	285	5,662	3,598	3,598	3,588	3,565	3,734	3,835
Pensioners Expenditure - R	2,897	2,958	3,016	3,339	3,339	3,250	3,602	3,723	3,933
Pensioners Expenditure - A	–	519	–	596	596	–	–	–	–
Job Evaluation	545	75	0	–	–	–	–	–	–
	25,466	22,841	30,698	35,665	38,978	36,347	39,913	41,044	43,100
Surplus/(Deficit)	45,335	52,488	76,465	59,782	60,781	63,187	65,957	55,242	58,467
TOTAL Surplus/(Deficit)	19,353	16,453	25,604	0	0	10,739	0	0	0

# **CHAPTER 20**



## **Other Supporting Documentation**

DC10 Cacadu - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Basis of calculation	1996 Census	2001 Census	2007 Survey	2006/7	2007/8	2008/9	Current Year 2009/10	2010/11 Medium Term Revenue & Expenditure Framework
<b>Demographics</b>									
Population			883						
Females aged 5 - 14			131						
Males aged 5 - 14			129						
Females aged 15 - 34			116						
Males aged 15 - 34			99						
Unemployment			125						
<b>Household Income (households) (1.)</b>									
None			64						
R1 - R4800			10						
R4800 - R9600			45						
<b>Poverty profiles (2.)</b>									
Insert description									
<b>Household/demographics (000)</b>				8,638					
Number of people in municipal area									
Number of poor people in municipal area				509					
Number of households in municipal area				169					
Number of poor households in municipal area									
Definition of poor household (R per month)	2 x Old Age Pension								
<b>Housing statistics (3.)</b>									
Formal									
Informal									
<b>Total number of households</b>									
Dwellings provided by municipality (4.)									
Dwellings provided by province/s									
Dwellings provided by private sector (5.)									
<b>Total new housing dwellings</b>									
<b>Economic (6.)</b>									
Inflation/inflation outlook (CPIX)									
Interest rate - borrowing									
Interest rate - investment									
Remuneration increases									
Consumption growth (electricity)									
Consumption growth (water)									
<b>Collection rates (7.)</b>									
Property tax/service charges									
Rental of facilities & equipment									
Interest - external investments									
Interest - debtors									
Revenue from agency services									

DC10 Cacadu - Supporting Table SA11 Property rates summary

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Valuation:</b>									
Date of valuation:				1 July 2008					
Financial year valuation used				2009/10					
Municipal by-laws s6 in place? (Y/N)	Yes	Yes	Yes	Yes			Yes		
Municipal/assistant valuer appointed? (Y/N)				Yes					
Municipal partnership s38 used? (Y/N)									
No. of assistant valuers (FTE)									
No. of data collectors (FTE)									
No. of internal valuers (FTE)									
No. of external valuers (FTE)									
No. of additional valuers (FTE)				Yes					
Valuation appeal board established? (Y/N)				12					
Implementation time of new valuation roll (mths)				2,323					
No. of properties									
No. of sectional title values									
No. of unreasonably difficult properties s7(2)				-					
No. of supplementary valuations				-					
No. of valuation roll amendments				1					
No. of objections by rate payers				-					
No. of appeals by rate payers				-					
No. of successful objections				-					
No. of successful objections > 10%									
Supplementary valuation				1	1	1			
Public service infrastructure value (Rm)				4	4	4			
Municipality owned property value (Rm)									
<b>Valuation reductions:</b>									
Valuation reductions-public infrastructure (Rm)									
Valuation reductions-nature reserves/park (Rm)									
Valuation reductions-mineral rights (Rm)				1					
Valuation reductions-R15,000 threshold (Rm)				2					
Valuation reductions-public worship (Rm)				919					
Valuation reductions-other (Rm)				922	-	-	-	-	-
<b>Total valuation reductions:</b>	-	-	-						
Total value used for rating (Rm)									
Total land value (Rm)									
Total value of improvements (Rm)				943					
Total market value (Rm)									
<b>Rating:</b>									
Residential rate used to determine rate for other categories? (Y/N)				No			No		
Differential rates used? (Y/N)				No			No		
Limit on annual rate increase (s20)? (Y/N)				No			No		
Special rating area used? (Y/N)				No			No		
Phasing-in properties s21 (number)				Yes			Yes		
Rates policy accompanying budget? (Y/N)				Yes			Yes		
Fixed amount minimum value (R'000)									
Non-residential prescribed ratio s197 (%)									
<b>Rate revenue:</b>									
Rate revenue budget (R'000)	27	28	31	215	215	185	365	350	400
Rate revenue expected to collect (R'000)				215	215	185	365	350	400
Expected cash collection rate (%)				100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Special rating areas (R'000)									
Rebates, exemptions - indigent (R'000)									
Rebates, exemptions - pensioners (R'000)									
Rebates, exemptions - bona fide farm. (R'000)									
Rebates, exemptions - other (R'000)									
Phase-in reductions/discounts (R'000)									
Total rebates, exemptns, reductns, discs (R'000)	-	-	-	-	-	-	-	-	-



DC10 Cacadu - Supporting Table SA12 Property rates by category (current year)

Description	Resid.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(b) (note 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
<b>Current Year 2009/10</b>																
<b>Valuation:</b>																
No. of properties	596			10	1,417	50	08	74							23	
No. of sectional title property values																
No. of unreasonably difficult properties s7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of objections by rate-payers																
No. of appeals by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections																
No. of successful objections > 10%																
Estimated no. of properties not valued																
Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select)																
Base of valuation (select)																
Phasing-in properties s21 (number)																
Combination of rating types used? (Y/N)																
Flat rate used? (Y/N)																
Is balance rated by uniform rate/variable rate?																
<b>Valuation reductions:</b>																
Valuation reductions-public infrastructure (Rm)																
Valuation reductions-nature reserves/park (Rm)																
Valuation reductions-mineral rights (Rm)																
Valuation reductions-R15,000 threshold (Rm)																
Valuation reductions-public worship (Rm)																
Valuation reductions-other (Rm)																
<b>Total valuation reductions:</b>																
Total value used for rating (Rm)																
Total land value (Rm)																
Total value of improvements (Rm)																
Total market value (Rm)																
<b>Ratios:</b>																
Average rate																
Rate revenue budget (R'000)																
Rate revenue expected to collect (R'000)																
Expected cash collection rate (%)																
Special rating areas (R'000)																
Rebates, exemptions - indigent (R'000)																
Rebates, exemptions - pensioners (R'000)																
Rebates, exemptions - bona fide farm. (R'000)																
Rebates, exemptions - other (R'000)																
Phase-in reductions/discounts (R'000)																
<b>Total rebates, exemptions, reductions, discounts (R'000)</b>																

DC10 Cacadu - Supporting Table SA13 Property rates by category (budget year)

Description	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settla.	Comm. Land	State trust land	Section 8(2)(a) (role 1)	Protect. Areas	National Monuments	Public benefit organs.	Mining Props.
<b>Budget Year 2010/11</b>																
<b>Valuation:</b>																
No. of properties	596		10	1,417	50	68	74								23	
No. of sectional title property values																
No. of unreasonably difficult properties s7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of objections by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections																
No. of successful objections > 10%																
Estimated no. of properties not valued																
Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select)																
Base of valuation (select)																
Placing-in properties s21 (number)																
Combination of rating types used? (Y/N)																
Fiat rate used? (Y/N)																
Is balance rated by uniform rate/variable rate?																
<b>Valuation reductions:</b>																
Valuation reductions-public infrastructure (Rm)																
Valuation reductions-natural reserves/park (Rm)																
Valuation reductions-mineral rights (Rm)																
Valuation reductions-R15,000 threshold (Rm)																
Valuation reductions-public worship (Rm)																
Valuation reductions-other (Rm)																
<b>Total valuation reductions:</b>																
Total value used for rating (Rm)	3		0	915	18	5	1								2	
Total land value (Rm)																
Total value of improvements (Rm)			0	915	18	5	1								2	
Total market value (Rm)																
<b>Rating:</b>																
Average rate	0.003100		0.003100	0.003100	0.003100	0.003100	0.003100								0.003100	
Rate revenue budget (R'000)	5		0	348	10	-	-									
Rate revenue expected to collect (R'000)	2		0	351	10	-	-									
Expected cash collection ratio (%)	100.0%		100.0%	100.0%			100.0%									
Special rating areas (R'000)																
Rebates, exemptions - indigent (R'000)																
Rebates, exemptions - pensioners (R'000)																
Rebates, exemptions - bona fide farm. (R'000)																
Rebates, exemptions - other (R'000)																
Phase-in reductions/discounts (R'000)																
<b>Total rebates, exemptions, reductions, discounts (R'000)</b>																

DC10 Cacadu - Supporting Table SA14 Household bills

Description	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework			
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11 % Incr.	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Rand/cent										
<b>Monthly Account for Household - 'Large' Household</b>										
Rates and services charges:										
Property rates	302.92	318.01	318.01	72.50	72.50	72.50	8.0%	78.30	84.56	91.32
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	9.39	9.87	10.32	10.89	10.89	10.89	8.0%	11.76	12.70	13.71
Water: Consumption	54.30	57.00	59.70	63.00	63.00	63.00	8.0%	68.04	73.48	79.35
Sanitation	15.96	16.77	17.56	18.51	18.51	18.51	8.0%	19.99	21.58	23.30
Refuse removal	4.83	5.08	5.32	5.61	5.61	5.61	8.0%	6.05	6.53	7.05
Other										
sub-total	387.40	406.73	410.91	170.51	170.51	170.51		184.14	198.85	214.73
VAT on Services	11.83	12.42	13.01	13.72	13.72	13.72		14.82	16.00	17.28
Total large household bill:	399.23	419.15	423.92	184.23	184.23	184.23		198.96	214.85	232.01
% Increase/decrease		5.0%	1.1%	(56.5%)	(56.5%)	(56.5%)		8.0%	8.0%	8.0%
<b>Monthly Account for Household - 'Small' Household</b>										
Rates and services charges:										
Property rates	1.41	1.48	1.48	43.50	43.50	43.50	8.0%	46.98	50.73	54.78
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	9.39	9.87	10.32	10.89	10.89	10.89	8.0%	11.76	12.70	13.71
Water: Consumption	45.25	47.50	49.75	52.50	52.50	52.50	8.0%	56.70	61.23	66.12
Sanitation	15.96	16.77	17.56	18.51	18.51	18.51	8.0%	19.99	21.58	23.30
Refuse removal	4.83	5.08	5.32	5.61	5.61	5.61	8.0%	6.05	6.53	7.05
Other										
sub-total	76.84	80.70	84.43	131.01	131.01	131.01	8.0%	141.48	152.77	164.96
VAT on Services	10.56	11.09	11.61	12.25	12.25	12.25		13.23	14.29	15.43
Total small household bill:	87.40	91.79	96.04	143.26	143.26	143.26	8.0%	154.71	167.06	180.39
% Increase/decrease		5.0%	4.6%	49.2%	49.2%	49.2%		8.0%	8.0%	8.0%
<b>Monthly Account for Household - 'Small' Household receiving free basic services</b>										
Rates and services charges:										
Property rates	1.41	1.48	1.48							
Electricity: Basic levy										
Electricity: Consumption										
Water: Basic levy	9.39	9.87	10.32	10.89	10.89	10.89	8.0%	11.76	12.70	13.71
Water: Consumption										
Sanitation	15.96	16.77	17.56	18.51	18.51	18.51	8.0%	19.99	21.58	23.30
Refuse removal	4.83	5.08	5.32	5.61	5.61	5.61	8.0%	6.05	6.53	7.05
Other										
sub-total	31.59	33.20	34.68	35.01	35.01	35.01	8.0%	37.80	40.81	44.06
VAT on Services	4.23	4.44	4.65	4.90	4.90	4.90		5.29	5.71	6.17
Total small household bill:	35.82	37.64	39.33	39.91	39.91	39.91	8.0%	43.09	46.52	50.23
% Increase/decrease		5.1%	4.5%	1.5%	1.5%	1.5%		8.0%	8.0%	8.0%

DC10 Cacadu - Supporting Table SA15 Investment particulars by type

Investment type	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
R thousand									
<b>Parent municipality</b>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank	244,535	388,166	416,370	239,623	261,575	256,311	264,610	274,967	273,967
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
Municipal Bonds									
<b>Municipality sub-total</b>	244,535	388,166	416,370	239,623	261,575	256,311	264,610	274,967	273,967
<b>Entities</b>									
Securities - National Government									
Listed Corporate Bonds									
Deposits - Bank									
Deposits - Public Investment Commissioners									
Deposits - Corporation for Public Deposits									
Bankers Acceptance Certificates									
Negotiable Certificates of Deposit - Banks									
Guaranteed Endowment Policies (sinking)									
Repurchase Agreements - Banks									
<b>Entities sub-total</b>	-	-	-	-	-	-	-	-	-
<b>Consolidated total:</b>	244,535	388,166	416,370	239,623	261,575	256,311	264,610	274,967	273,967

DC10 Cacadu - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Period of Investment	Type of Investment	Expiry date of investment	Monetary value	Interest to be realised
Name of institution & investment ID	Yrs/Months			Rand thousand	
<u>Parent municipality</u>					
Standard Bank	Various	Fixed Deposit	Various	70,485	7,071
ABSA Bank	Various	Fixed Deposit	Various	63,898	6,420
Nedbank	Various	Fixed Deposit	Various	54,953	5,517
First National Bank	Various	Fixed Deposit	Various	46,700	4,688
Investec	Various	Fixed Deposit	Various	20,274	2,035
Municipality sub-total				256,311	25,732
<u>Entities</u>					
Entities sub-total				-	-
TOTAL INVESTMENTS AND INTEREST				256,311	25,732

DC10 Cacadu - Supporting Table SA17 Borrowing

Borrowing - Categorised by type R thousand	2006/7	2007/8	2008/9	Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
<b>Parent municipality</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases	849	(0)	42	-	-	-	-	-	-
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Municipality sub-total</b>	<b>849</b>	<b>(0)</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Entitles</b>									
Long-Term Loans (annuity/reducing balance)									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases									
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
<b>Entitles sub-total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Borrowing</b>	<b>849</b>	<b>(0)</b>	<b>42</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

DC10 Cacadu - Supporting Table SA32 List of external mechanisms

External mechanism Name of organisation	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
		Number			R thousand
			N/A		

DC10 Cacadu - Supporting Table SA34c Repairs and maintenance expenditure by asset class

R thousand	Description	2006/7		2007/8		2008/9		Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework		
		Audited Outcome		Audited Outcome		Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
	<u>Repairs and maintenance expenditure by Asset Class/Sub-class</u>												
	<u>Infrastructure</u>												
	Infrastructure - Road transport												
	Roads, Pavements & Bridges												
	Storm water												
	Infrastructure - Electricity												
	Generation												
	Transmission & Reticulation												
	Street Lighting												
	Infrastructure - Water												
	Dams & Reservoirs												
	Water purification												
	Reticulation												
	Infrastructure - Sanitation												
	Reticulation												
	Sewerage purification												
	Infrastructure - Other												
	Waste Management												
	Transportation												
	Gas												
	Other												
	<u>Community</u>												
	Parks & gardens												
	Sportsfields & stadia												
	Swimming pools												
	Community halls												
	Libraries												
	Recreational facilities												
	Fire, safety & emergency												
	Security and policing												
	Buses												



Description	2006/7		2007/8		2008/9		Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework			
	Audited Outcome		Audited Outcome		Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	
R thousand													
Clinics	-		-		-		-	-	-	-	-	-	
Museums & Art Galleries	-		-		-		-	-	-	-	-	-	
Cemeteries	-		-		-		-	-	-	-	-	-	
Social rental housing	-		-		-		-	-	-	-	-	-	
Other	-		-		-		-	-	-	-	-	-	
Heritage assets													
Buildings	-		-		-		-	-	-	-	-	-	
Other	-		-		-		-	-	-	-	-	-	
Investment properties													
Housing development	-		-		-		-	-	-	-	-	-	
Other	-		-		-		-	-	-	-	-	-	
Other assets	1,287		638		1,033		493	2,752	2,400	2,244	2,261	2,293	
General vehicles	206		233		360		150	655	496	50	55	60	
Specialised vehicles	-		-		-		-	-	-	-	-	-	
Plant & equipment	-		-		-		-	-	-	54	59	66	
Computers - hardware/equipment	115		49		94		68	186	190	184	189	198	
Furniture and other office equipment	20		5		13		2	101	90	63	64	66	
Abattoirs	-		-		-		-	-	-	-	-	-	
Markets	-		-		-		-	-	-	-	-	-	
Civic Land and Buildings	-		-		-		-	-	-	-	-	-	
Other Buildings	800		294		373		200	1,229	1,039	1,719	1,724	1,729	
Other Land	146		53		117		68	180	180	175	170	175	
Surplus Assets - (Investment or Inventory)	-		-		-		-	-	-	-	-	-	
Other	-		4		76		4	400	405	-	-	-	
Agricultural assets													
List sub-class	-		-		-		-	-	-	-	-	-	
Biological assets													
List sub-class	-		-		-		-	-	-	-	-	-	

Description	2006/7		2007/8		2008/9		Current Year 2009/10			2010/11 Medium Term Revenue & Expenditure Framework			
	Audited Outcome		Audited Outcome		Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	
R thousand													
Intangibles	-		-		-		-	-	-	-	-	-	-
Computers - software & programming	-		-		-		-	-	-	-	-	-	-
Other (list sub-class)	-		-		-		-	-	-	-	-	-	-
Total Repairs and Maintenance Expenditure	1,287		638		1,033		493	2,752	2,400	2,244	2,261	2,293	
Specialised vehicles													
Refuse	-		-		-		-	-	-	-	-	-	-
Fire	-		-		-		-	-	-	-	-	-	-
Conservancy	-		-		-		-	-	-	-	-	-	-
Ambulances	-		-		-		-	-	-	-	-	-	-

DC10 Cacadu - Supporting Table SA35 Future financial implications of the capital budget

Vote Description R thousand	2010/11 Medium Term Revenue & Expenditure Framework			Forecasts			
	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	Forecast 2013/14	Forecast 2014/15	Forecast 2015/16	Present value
<b>Capital expenditure</b>							
Executive and Council -	1,676	423	391				
Finance and Corporate Services - Finance and Corporate Services	1,506	1,528	1,441				
Planning and Development -	1,474	840	843				
Health -	920	25	3				
Community and social services -	-	-	-				
Housing -	-	12	8				
Public Safety -	600	950	970				
Sport and Recreation -	-	-	-				
Waste Management -	-	-	-				
Roads -	-	400	120				
Water -	-	250	250				
Electricity -	-	-	-				
Other -	-	5	10				
-	-	-	-				
-	-	-	-				
<i>List entity summary if applicable</i>							
<b>Total Capital Expenditure</b>	<b>6,176</b>	<b>4,433</b>	<b>4,036</b>	-	-	-	-
<b>Future operational costs by vote</b>							
Executive and Council -							
Finance and Corporate Services - Finance and Corporate Services							
Planning and Development -							
Health -							
Community and social services -							
Housing -							
Public Safety -							
Sport and Recreation -							
Waste Management -							
Roads -							
Water -							
Electricity -							
Other -							
-							
-							
<i>List entity summary if applicable</i>							
<b>Total future operational costs</b>	-	-	-	-	-	-	-
<b>Future revenue by source</b>							
Property rates							
Property rates - penalties & collection charges							
Service charges - electricity revenue							
Service charges - water revenue							
Service charges - sanitation revenue							
Service charges - refuse revenue							
Service charges - other							
Rental of facilities and equipment							
<i>List other revenues sources if applicable</i>							
<i>List entity summary if applicable</i>							
<b>Total future revenue</b>	-	-	-	-	-	-	-
<b>Net Financial Implications</b>	<b>6,176</b>	<b>4,433</b>	<b>4,036</b>	-	-	-	-

DC10 Cacadu - Supporting Table SA35 Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IDP Goal code 3.	Asset Class 4.	Asset Sub-Class 4.	Total Project Estimate	Prior year outcomes		2010/11 Medium Term Revenue & Expenditure Framework			Project Information	
								Audited Outcome 2009/10	Current Year 2009/10 Full Year Forecast	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13	Ward location	How or renewal
R thousand	5													
Parent municipality: List all capital projects grouped by Municipal Vote														
					Examples	Examples								
					SEE ANNEXURE 'E'									
Total Capital expenditure	1													
Entities: List all capital projects grouped by Entity														
Entity A		Water project A												
Entity B		Electricity project B												
Total Capital expenditure	2													

DC10 Cacadu - Supporting Table SA37 Projects delayed from previous financial year/s

Municipal Vote/Capital project	Project name	Project number	Asset Class 3.	Asset Sub-Class 3.	Previous target year to complete	2010/11 Medium Term Revenue & Expenditure Framework			
						Current Year 2009/10		Budget Year 2010/11	Budget Year +1 2011/12
						Original Budget	Full Year Forecast		
R thousand					Year				
Parent municipality: List all capital projects grouped by Municipal Vote			Examples	Examples					
Entities: List all capital projects grouped by Municipal Entity									
Entity Name Project name									

# **ANNEXURES**

## PROJECTS BUDGET 2010-2011

ACCOUNT NUMBER	PROJECT NAMES	PROJECTS AMOUNTS 2010/2011	FUNDING SOURCE
<b><u>DEPARTMENT: ECONOMIC DEVELOPMENT</u></b>			
<b><u>ECONOMIC DEVELOPMENT - MANAGEMENT</u></b>			
01 146 78056	Implement and Review	1,000,000	Contribution - Accumulated Surplus
01 146 78204	Natural Fibre Beneficiary	1,500,000	Contribution - Accumulated Surplus
01 146 78205	Support BCR Dev Agency	2,000,000	Contribution - Accumulated Surplus
		<u>4,500,000</u>	
<b><u>LOCAL ECONOMIC DEVELOPMENT</u></b>			
01 147 78188	Agricultural Support	2,000,000	Contribution - Accumulated Surplus
01 147 78173	Craft Initiative Rietbron	500,000	Contribution - Accumulated Surplus
01 147 79580	Establish Craft Initiative	500,000	Contribution - Accumulated Surplus
01 147 78029	Report on SEDA	750,000	Contribution - Accumulated Surplus
01 147 78047	Development Support	250,000	Contribution - Accumulated Surplus
01 147 78189	LED District Support	500,000	Contribution - Accumulated Surplus
01 147 78191	LEDi Projects	1,000,000	Contribution - Accumulated Surplus
01 147 78171	Sheep Farming in the DMA	500,000	Contribution - Accumulated Surplus
01 147 78172	Sheep Shearing in the DMA	300,000	Contribution - Accumulated Surplus
01 147 78216	CDM SMME Support Programme	600,000	Contribution - Accumulated Surplus
01 147 78108	Ostrich Farming Project	250,000	Contribution - Accumulated Surplus
		<u>7,150,000</u>	
<b><u>TOURISM PROMOTION AND DEVELOPMENT</u></b>			
01 400 78063	Destination and and Sub Bra	200,000	Interest
01 400 78123	Development of Tourism Stats	200,000	Interest
01 400 78126	Nature Resrve	500,000	Interest
01 400 78052	Support to local Tourism	450,000	Interest
01 400 78127	Tourism Education and Awareness	500,000	Interest
01 400 78124	Tourism Marketing	3,800,000	Interest
01 400 78128	Tourism Month Activities	100,000	Interest
01 400 78186	Tourism Route Development	1,000,000	Interest
		<u>6,750,000</u>	
<b><u>TOTAL: DEPARTMENT: ECONOMIC DEVELOPMENT</u></b>		<b>18,400,000</b>	
<b><u>DEPARTMENT: OFFICE OF THE MAYOR</u></b>			
<b><u>COINCIL'S EXPENSES</u></b>			
01 005 78380	Commemoration Day Celebrations	300,000	Revenue
		<u>300,000</u>	
<b><u>TOTAL: DEPARTMENT: OFFICE OF THE MAYOR</u></b>		<b>300,000</b>	

ACCOUNT NUMBER	PROJECT NAMES	PROJECTS AMOUNTS 2010/2011	FUNDING SOURCE
<b><u>DEPARTMENT: INFRASTRUCTURE AND PLANNING</u></b>			
<b><u>ENVIRONMENTAL HEALTH</u></b>			
01 192 78131	Community Food Garden	80,000	Revenue
01 192 78147	Training and Awareness	100,000	Revenue
01 192 78900	Ulwaluko Villages	50,000	Revenue
01 192 78011	Water Quality Monitor	80,000	Revenue
		<u>310,000</u>	
<b><u>FIRE SERVICE - HEAD OFFICE</u></b>			
01 113 76112	Assistance to Local Municipalities	1,000,000	Grant - Province
01 113 76128	Construction of Fire Breaks	50,000	Grant - Province
01 113 77390	Training of LM Fire Officers	500,000	Grant - Province
01 113 78201	Restoration of Fire Hydrants	300,000	Contribution - Accumulated Surplus
01 113 78209	Education and Awareness	500,000	Contribution - Accumulated Surplus
01 113 78208	Hazmat Truck for Patensie	1,300,000	Contribution - Accumulated Surplus
01 113 78202	Paterson Intergrated Emergency Centre	5,000,000	Contribution - Accumulated Surplus
01 113 78208	Hazmat Clothing	300,000	Contribution - Accumulated Surplus
		<u>8,950,000</u>	
<b><u>DISASTER MANAGEMENT</u></b>			
01 118 78203	Nqweba Safety Rehabilitation	1,000,000	Revenue
		<u>1,000,000</u>	
<b><u>ELECTRICITY</u></b>			
01 193 78700	Electricity Infrastructure	2,000,000	Sundry Creditors
		<u>2,000,000</u>	
<b><u>PLANNING UNIT</u></b>			
01 152 76037	Connect with Cacadu	1,500,000	Grant DHLG & TA
01 152 76225	IDP Support for LMS	1,300,000	Grant DHLG & TA
01 152 78143	Planning and Feasibility	2,500,000	Contribution - Accumulated Surplus
01 152 78196	Prov/LM Project Track	200,000	Contribution - Accumulated Surplus
01 152 78195	Technical Town Planning	750,000	Contribution - Accumulated Surplus
		<u>6,250,000</u>	
<b><u>GIS SPECIALIST</u></b>			
01 153 78197	GIS Server Enhancement	250,000	Contribution - Accumulated Surplus
		<u>250,000</u>	
<b><u>PROJECT MANAGEMENT</u></b>			
01 202 78021	Upgrade Infra (Rietbron Storage and Carport)	200,000	Accumulated Surplus
01 202 76122	Rietbron Roads and Streets	2,000,000	Grant - MIG
01 202 76123	Nieu-Bethesda	3,450,000	Grant - MIG
		<u>5,650,000</u>	



ACCOUNT NUMBER	PROJECT NAMES	PROJECTS AMOUNTS 2010/2011	FUNDING SOURCE
<b><u>CEMETERIES</u></b>			
01 121 78198	Fencing of Cemeteries	200,000	Contribution - Accumulated Surplus
		<u>200,000</u>	
<b><u>HOUSING</u></b>			
01 157 77030	Addo - Valencia	186,000	Grant PHB
01 157 77090	Louterwater Ph2	112,500	Grant PHB
01 157 77120	Rietbron	110,000	Grant PHB
01 157 76072	Sandrif 594	51,800	Grant PHB
01 157 77130	Storms River	106,485	Grant PHB
01 157 77140	Willowmore	100,000	Grant PHB
01 157 77960	Housing Klipplaat Disaster	430,000	Grant PHB
01 157 79330	Infra DMA: Alienation	1,822,491	Sundry Creditors - Infra
		<u>2,919,276</u>	
<b><u>SPORTS GROUNDS</u></b>			
01 126 78146	Ndlambe Sportsfields	300,000	Contribution - Accumulated Surplus
01 126 78025	Upgrading Rietbron Sportsfields	599,087	Contribution - Accumulated Surplus
		<u>899,087</u>	
<b><u>TRANSPORT, ROADS, AND CAPACITY BUILDING</u></b>			
01 154 75370	Public Transport Facilities	1,912,720	Grant Roads, Transport
01 154 75995	Flood Damage	6,250,000	Grant MIG
01 154 78192	upgrade of access road in Wolwefontein	200,000	Contribution - Accumulated Surplus
		<u>8,362,720</u>	
<b><u>WATER</u></b>			
01 158 76121	Glenconnor BWS PH2	1,500,000	Grant MIG Infrastructure
01 158 75450	Drought Relief Kou Kamma	100,000	Grant MIG Infrastructure
01 158 76131	LEDI Infrassess support (Ndlambe)	1,007,700	Grant MIG Infrastructure
01 158 76119	Jansenville Water Treatment	6,000,000	Grant MIG Infrastructure
01 158 75993	Municipal Drought Relief	33,505,000	Grant MIG Municipal Drought Relief
01 158 76118	Nieu-Bethesda Water Treatment	8,000,000	Grant MIG Infrastructure
01 158 76065	Section 78(3) Ph 4	1,080,492	Grant DWAF
01 158 76068	Rietbron Water Augmentation	150,000	Grant MIG Infrastructure
01 158 76069	Upgrade water Supply to G	2,000,000	Grant MIG Infrastructure
01 158 76129	Rainwater Harvesting	2,000,000	Grant DWAF
01 158 78215	Drought Contingency	1,000,000	Contribution - Accumulated Surplus
01 158 78194	Muller Upg to BWS	1,800,000	Contribution - Accumulated Surplus
01 158 78193	Vondeling Upg to BWS	1,500,000	Contribution - Accumulated Surplus
01 158 79790	Drought Relief CDM	300,000	Sundry Creditors
01 158 78219	Water & Sanitation Projects (TAP 1)	2,000,000	Contribution - Accumulated Surplus
01 158 76134	Water & Sanitation Projects (TAP 2)	10,000,000	Grant MIG
		<u>71,943,192</u>	
<b>TOTAL: DEPARTMENT: INFRASTRUCTURE AND PLANNING</b>		<b>108,734,275</b>	

ACCOUNT NUMBER	PROJECT NAMES	PROJECTS AMOUNTS 2010/2011	FUNDING SOURCE
<b><u>DEPARTMENT: OFFICE OF THE MUNICIPAL MANAGER</u></b>			
<b><u>CAPACITY BUILDING</u></b>			
01 028 76117	Capacity Building	300,000	Grant MSIG
01 028 76101	Public Participation	200,000	Grant MSIG
01 028 78116	Development of By Laws	500,000	Grant DHLG &TA
01 028 76103	Gamap Grap Training	250,000	Grant MSIG
01 028 76115	Policies	120,000	Grant MSIG
01 028 79996	Municipal By Laws Review	100,000	Grant MSIG
		<u>1,470,000</u>	
<b><u>SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISABLED</u></b>			
01 029 78810	Disability Empowerment	800,000	Revenue
01 029 75560	Women Empowerment	900,000	Revenue
01 029 76029	Youth Development	900,000	Revenue
01 029 78380	Commemoration Day Celebrations	500,000	Revenue
		<u>3,100,000</u>	
<b><u>PERFORMANCE MANAGEMENT</u></b>			
01 027 76077	Spoort to LMS for Performance Management	663,121	Grant DHLG & TA
		<u>663,121</u>	
<b><u>HIV/AIDS</u></b>			
01 034 79150	District World Aids Day	250,000	Revenue
01 034 78105	Hiv/Aids Plan	400,000	Revenue
		<u>650,000</u>	
<b><u>TOTAL: DEPARTMENT: OFFICE OF THE MUNICIPAL MANAG</u></b>		<u>5,883,121</u>	
<b><u>DEPARTMENT: DIRECTOR FINANCE AND CORPORATE SERVICES</u></b>			
<b><u>FINANCIAL ACCOUNTING DIVISIONS</u></b>			
01 055 76030	Financial Statements	596,954	Grant FMG
01 055 78214	Gamap/Grap Projects	2,000,000	Accumulated Surplus
01 055 78207	Support to LMs iro Gamap Implementation	3,000,000	Accumulated Surplus
		<u>5,596,954</u>	
<b><u>FINANCE MANAGEMENT AND SUPPORT</u></b>			
01 132 Various	Interns	653,046	Grant FMG
		<u>653,046</u>	

ACCOUNT NUMBER	PROJECT NAMES	PROJECTS AMOUNTS 2010/2011	FUNDING SOURCE
<b><u>PENSIONERS EXPENDITURE</u></b>			
01 076 76110	Long Term Medical Liability	50,000	Grant FMG
		<u>50,000</u>	
<b><u>PEOPLE MANAGEMENT</u></b>			
01 085 78151	Unemployed Graduate	1,000,000	Contribution - Accumulated Surplus
		<u>1,000,000</u>	
<b><u>DEPARTMENT: DIRECTOR FINANCE AND CORPORATE SER</u></b>		<u>7,300,000</u>	
		<u><u>140,617,396</u></u>	
<b><u>SUMMARY OF FUNDING</u></b>			
GRANTS:			
	Provincial	6,609,906	
	National	81,225,912	
	ACCUMULATED SURPLUS	36,549,087	
	INTEREST	8,750,000	
	SUNDRY CREDITORS	4,122,491	
	REVENUE	3,360,000	
		<u><u>140,617,396</u></u>	

## Annexure "B"

### Mandatory Performance Measures 2010/11

<b>Mandatory Measure</b>	<b>CDM</b>	<b>DMA</b>
% of households with access to basic level of water	97%*	100%
% of households with access to basic level of sanitation	83%*	100%
% of households with access to basic level of electricity	NA	NA
% of households with access to basic level of solid waste removal	96%*	87%
% of households earning less than R1 100 per month with access to free basic services	Not measured*	90%
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%	
Number of jobs created through the municipality's local economic development initiatives including capital projects	100 permanent 300 temporary	
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	12 out of 16 (75%)	
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%	
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA	4,04
Cost coverage: Cash available and investments at 30 June, 2008 divided by monthly fixed operating expenditure		44,35

**Reporting measure only not measured as performance as autonomy is with respective Local Municipalities**

**ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES**

<b>Vote</b>	<b>GFS Function</b>	<b>Objective</b>	<b>Key Performance Indicator (2009/10)</b>
Executive Mayor Municipal Manager	Executive and Council	<ul style="list-style-type: none"> <li>Oversight of council operations and exercise delegated authority</li> </ul>	<ul style="list-style-type: none"> <li>100% of planned Council meetings held</li> </ul>
	Executive and Council	<ul style="list-style-type: none"> <li>Ensure the institution is managed in an effective and efficient manner*</li> </ul>	<ul style="list-style-type: none"> <li>100% of SDBIP (operational and capital projects) implemented.</li> </ul>
	Finance and Administration	<ul style="list-style-type: none"> <li>Ensure that the Municipality complies with Legislation applicable to it*</li> </ul>	<ul style="list-style-type: none"> <li>Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes)</li> </ul>
		<ul style="list-style-type: none"> <li>Budgetary control of operating income and expenditure*</li> <li>Ensure the CDM is active within the district in which it serves</li> <li>Compliance with OHASA</li> <li>Ensure that capacity of the District is given priority</li> </ul>	<ul style="list-style-type: none"> <li>Existence of a disaster Management Plan</li> <li>Income and expenditure variance not to exceed 10%</li> <li>Completion of an investigation into a relocation to Jeffrey's Bay</li> <li>Completion of the quarterly safety checklist</li> <li>Maintenance of the CDM Capacity building strategy</li> </ul>
Planning and Infrastructure Development Economic Development	Planning and Development	<ul style="list-style-type: none"> <li>Market CDM to attract tourism, trade and investment</li> </ul>	<ul style="list-style-type: none"> <li>Annual communication plan in place</li> </ul>
	Performance Management	<ul style="list-style-type: none"> <li>Support the implementation of the IDP through the performance management of the institution and its workforce*</li> </ul>	<ul style="list-style-type: none"> <li>100% of CDM employees under the PMS</li> </ul>
	Planning and Development	<ul style="list-style-type: none"> <li>Ensure that development occurs in the most logical way possible and in a manner that is in line with the adopted SDF principles</li> </ul>	<ul style="list-style-type: none"> <li>100% Projects prioritized and funded in accordance with the SDF principles</li> </ul>
	Planning and Development	<ul style="list-style-type: none"> <li>Ensure that the growth and development agreement is implemented and used as the basis for cooperative district-wide development*</li> </ul>	<ul style="list-style-type: none"> <li>Monitor monetary commitments from social partners as per the GDS agreement</li> </ul>

Vote	GFS Function	Objective	Key Performance Indicator (2009/10)
Finance and Corporate Services	Finance and Administration	<ul style="list-style-type: none"> <li>• Compilation of budget and financial statements</li> <li>• Ensure that Council finances are well managed</li> <li>• Ensure HR issues are effectively dealt with</li> <li>• Completion of property Rates Valuations in DMA</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of financial statements to OAG on or before 30 August</li> <li>• Annual approved budget</li> <li>• 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities</li> <li>• 100% job descriptions in place</li> <li>• Recruitment process completed within 8 weeks</li> <li>• Training takes place in accordance with the skills development plan.*</li> <li>• 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.</li> <li>• Finalization of valuation roll</li> </ul>
	Executive and Council	<ul style="list-style-type: none"> <li>• Ensure decision makers receive information</li> </ul>	<ul style="list-style-type: none"> <li>• 100% council agendas delivered prior to 5 days of meeting</li> </ul>

\* Indicator supported and implemented across all Votes

## Annexure “D”

### Revenue by Source

Source	Performance Measure	Performance Target
Property Rates (DMA)	% of billed rates collected	20%
Service Charges – Electricity	N/A	N/A
Service Charges – Water (DMA)	% of billed water consumption collected	20 %
Service Charges – Sanitation (DMA)	% of billed sanitation collected	20 %
Service Charges – Refuse (DMA)	% of billed refuse collected	20 %
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	70 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	102 %
Settlement discounts	% of settlement discounts negotiated	1 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Income from agency services	% of expenditure re-imbursed	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	80%

**Note:** All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

CACADU DISTRICT MUNICIPALITY					
CAPITAL BUDGET 2010/2011					
Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>EXECUTIVE AND COUNCIL - GFS</b>					
<b>OFFICE OF THE SPEAKER</b>					
Vehicle	Vehicles	1	450,000	450,000	Accumulated profits
Fax Machine	Office equipment	1	5,000	5,000	Accumulated profits
<b>TOTAL VOTE : OFFICE OF THE SPEAKER</b>				455,000	
<b>OFFICE OF THE MUNICIPAL MANAGER</b>					
<b>PERFORMANCE MANAGEMENT</b>					
Laptop	Office equipment	1	12,000	12,000	Accumulated profits
Dictaphone	Office equipment	1	3,000	3,000	Accumulated profits
<b>TOTAL VOTE : PERFORMANCE MANAGEMENT</b>				15,000	
<b>EXECUTIVE SUPPORT</b>					
Colour Printer	Office equipment	1	12,000	12,000	Accumulated profits
Fax Machine	Office equipment	1	5,000	5,000	Accumulated profits
Desk	Office equipment	3	15,000	45,000	Accumulated profits
Swivel Chair	Office equipment	1	3,000	3,000	Accumulated profits
<b>TOTAL VOTE : EXECUTIVE SUPPORT</b>				65,000	
<b>TOTAL VOTE : OFFICE OF THE MUNICIPAL MANAGER</b>				80,000	
<b>DEPARTMENT : FINANCE AND CORPORATE SERVICES</b>					
<b>SECRETARIAT</b>					
Laptop	Office equipment	1	18,000	18,000	Accumulated profits
Printer	Office equipment	3	6,000	18,000	Accumulated profits
Computer	Office equipment	3	10,000	30,000	Accumulated profits
Tape Recorder	Office equipment	1	20,000	20,000	Accumulated profits
				86,000	
<b>AUXILIARY</b>					
High Speed Colour Printer	Office equipment	1	1,000,000	1,000,000	Accumulated profits
Office chair	Office equipment	1	3,500	3,500	Accumulated profits
Visitors chairs * 2	Office equipment	2	2,000	4,000	Accumulated profits
Visitors chairs	Office equipment	1	2,000	2,000	Accumulated profits
Desk	Office equipment	1	15,000	15,000	Accumulated profits
Desk	Office equipment	1	15,000	15,000	Accumulated profits
Desk	Office equipment	1	15,000	15,000	Accumulated profits
				1,054,500	



Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>TOTAL VOTE : DEPARTMENT : FINANCE AND CORPORATE SERVICE</b>				1,140,500	
<b>TOTAL - EXECUTIVE AND COUNCIL - GFS</b>				1,675,500	
<b>FINANCE AND ADMINISTRATION - GFS</b>					
<b>DEPARTMENT : FINANCE AND CORPORATE SERVICES</b>					
<b>CORPORATE SERVICES</b>					
Swivel Chair	Office equipment	1	3,000	3,000	Accumulated profits
Visitor chair * 2	Office equipment	2	2,000	4,000	Accumulated profits
Printer Portable	Office equipment	1	6,000	6,000	Accumulated profits
Dictaphone	Office equipment	1	5,000	5,000	Accumulated profits
Table Rest Room	Office equipment	1	6,000	6,000	Accumulated profits
Chairs Rest Room	Office equipment	10	2,000	20,000	Accumulated profits
Swivel Chair	Office equipment	1	3,000	3,000	Accumulated profits
Computer	Office equipment	3	10,000	30,000	Accumulated profits
Printer	Office equipment	3	6,000	18,000	Accumulated profits
Flat Screen Monitorer	Office equipment	1	2,000	2,000	Accumulated profits
Wall Frames Pictures	Office equipment	10	1,000	10,000	Accumulated profits
Laptop Equipment	Office equipment	5	3,000	15,000	Accumulated profits
				122,000	
<b>FINANCE</b>					
<b>FINANCIAL ACCOUNTING DIVISION</b>					
Computer	Office equipment	1	12,000	12,000	Accumulated profits
				12,000	
<b>LEGAL SERVICES</b>					
Printer	Office equipment	1	8,000	8,000	Accumulated profits
Computer	Office equipment	1	12,000	12,000	Accumulated profits
Digital Camera	Office equipment	1	5,000	5,000	Accumulated profits
				25,000	
<b>PAYROLL ADMINISTRATION</b>					
Laptop	Office equipment	1	20,000	20,000	Accumulated profits
				20,000	
<b>ASSET MANAGEMENT</b>					
Computer	Office equipment	1	12,500	12,500	Accumulated profits
				12,500	
<b>PUBLIC RELATIONS</b>					
Digital Camera	Office equipment	1	12,000	12,000	Accumulated profits
Video Camera	Office equipment	1	10,000	10,000	Accumulated profits
				22,000	
<b>TOTAL : FINANCE</b>				91,500	

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>INFORMATION TECHNOLOGY</b>					
<b>INFORMATION TECHNOLOGY</b>					
Server	Office equipment	1	80,000	80,000	Accumulated profits
Computer	Office equipment	1	12,500	12,500	Accumulated profits
Computer	Office equipment	1	12,500	12,500	Accumulated profits
Computer	Office equipment	1	12,500	12,500	Accumulated profits
Computer	Office equipment	1	12,500	12,500	Accumulated profits
Computer	Office equipment	1	12,500	12,500	Accumulated profits
<b>TOTAL : INFORMATION TECHNOLOGY</b>				142,500	
<b>PROPERTY SERVICES</b>					
<b>ESTATES</b>					
Airconditioners - Corporate Services	Office equipment	2	50,000	100,000	Accumulated profits
Airconditioners - Legal Services	Office equipment	1	50,000	50,000	Accumulated profits
Upgrading Fire Standards	Office equipment	1	800,000	800,000	Accumulated profits
				950,000	
<b>TOTAL VOTE : DEPARTMENT : FINANCE AND CORPORATE SERVICE</b>				1,306,000	
<b>TOTAL : FINANCE AND ADMINISTRATION - GFS</b>				1,306,000	
<b>PLANNING AND DEVELOPMENT - GFS</b>					
<b>DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>					
<b>ENVIRONMENTAL HEALTH</b>					
2 x Sedan Vehicle(Ndlambe & Ndlambe)	Vehicles	2	200,000	400,000	Accumulated profits
2 x Single Cab 2 x 4 Pick up (S)	Vehicles	2	250,000	500,000	Accumulated profits
4 x Desktop Computers	Office equipment	4	5,000	20,000	Accumulated profits
				920,000	
<b>DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>					
<b>PLANNING UNIT</b>					
Sewerage Trailer		1	250,000	250,000	Accumulated profits
Compressor with Accessories		1	220,000	220,000	Accumulated profits
Bric Making Machine		1	600,000	600,000	Accumulated profits
Vehicle 2x4 Double Cab	Vehicles	1	400,000	400,000	Accumulated profits
				1,470,000	
<b>TOTAL : PLANNING AND DEVELOPMENT - GFS</b>				2,390,000	
<b>PUBLIC SAFETY - GFS</b>					
<b>DEPARTMENT : PLANNING AND INFRASTRUCTURE DEVELOPMENT</b>					

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
<b>FIRE SERVICES</b>					
Implimentation of Fire Regulation	Fire	1	600,000	600,000	Accumulated profits
				600,000	
<b>TOTAL : PUBLIC SAFETY - GFS</b>				600,000	
<b>ECONOMIC DEVELOPMENT - GFS</b>					
<b>DEPARTMENT : ECONOMIC DEVELOPMENT</b>					
<b>MANAGEMENT</b>					
Motor Vehicle	Vehicles	1	250,000	200,000	Accumulated profits
Printer with scanner	Office equipment	1	4,000	4,000	Accumulated profits
				204,000	
<b>TOTAL VOTE : DEPARTMENT : ECONOMIC DEVELOPMENT</b>				204,000	
<b>TOTAL : ECONOMIC DEVELOPMENT - GFS</b>				204,000	
<b>TOTAL CAPITAL BUDGET</b>				6,175,500	
<b>FUNDING OF CAPITAL BUDGET</b>					
CDM - Accumulated Profits				6,175,500	
Finance Management Grant				-	
Eastern Cape Department of Health				-	
				6,175,500	

## TARIFFS 2010/2011

## RIETBRON

<b>1 ASSESSMENT</b>		a	cents per R	R 0.0031
The Municipality has not revised the rates tariff as the implementation of the new Property Rates Act has been postponed				
<b>2 SANITATION AND REFUSE REMOVAL</b>				
2.1	Sewage/sanitation	b	per month	R 22.78
2.2	Refuse removal	b	per month	R 6.90
2.3	Garden refuse removal: on request	b	per load	R 22.78
<b>3 WATER</b>				
3.1	Water availability	b	per month	R 13.40
3.2	Water consumption	b	per KL	R 2.27
3.3	Water connections	b	each	R 576.32
3.4	Water connections for person approved on indigent database	b	each	R 321.67
<b>3 CEMETERIES</b>				
3.1	Per plot (Old Residential Area)	b	each	R 104.54
3.2	Grave site - Dug by Cacadu DM (Old Residential Area)	b	each	R 62.99
3.3	Grave site - Dug by purchaser (Other areas)			
	For deceased person above 12 years of age	b	each	R 42.89
	For deceased person below 12 years of age	b	each	R 21.44
3.4	Grave site - Dug by Cacadu DM (Other areas)			
	For deceased person above 12 years of age	b	each	R 91.14
	For deceased person below 12 years of age	b	each	R 63.67
<b>4 ESTATES - COMMUNITY HALL</b>				
4.1	Church/funeral Service	b	each	R 20.10
4.2	Concerts	b	each	R 53.61
4.3	Disco	b	each	R 53.61
4.4	Socials	b	each	R 53.61
4.8	Weddings	b	each	R 53.61
4.5	Sports clubs (Tuesday to Thursday)			
4.6	Meetings			
4.7	Community meetings			
4.9	Refundable deposit			R 133.48
	(Only in the event of a booking clash between a sport club that			
<b>5 ESTATES - COMMONAGE</b>				
5.1	Grazing per animal (small livestock)	b	per month	R 2.38
5.2	Grazing per animal (donkeys and horses)	b	per month	R 5.96

b Tariff is Standard Rated and VAT inclusive

## TARIFFS 2010/2011

### 6 RENTAL OF PREMISES

6.1 House Rentals	b	per month	R 31.25
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### 7 OTHER

7.1 Service Fees	a	per month	R 5.90
a Tarriff exempt from VAT			
b Tarriff is standard rated and VAT inclusive			

## FINANCE AND ADMINISTRATION

### 1. AGREEMENTS

1.1 Framing Agreements - Standard, per agreement	b	each	R 52.44
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### 2. COMPUTERISED INFORMATION

2.1 Computer Prints - per eyeline page	b	each	R 2.62
2.2 Address labels (self stick) - per eyeline page	b	each	R 5.24
2.4 Computer Disks			
2.4.1 Basic service fee	b	each	R 200.23
2.4.2 Price per record	b	each	R 0.17
(Inclusive of the price of the floppy disk)			

### 3 FAXES

4.1 Cost of transmitting fax - per page	b	each	R 0.95
4.2 Cost of receiving fax - per page	b	each	R 0.95

### 4 INTEREST RATE

4.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft	a		
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### 5 SEARCH AND INSPECTION FEES

Furnishing of information to the Public (P.N. 705/1985 d.d.)

Subject to the provisions of any law, any person applying to the Council for information from any records kept by the Council shall be furnished with such information upon payment of the under-mentioned fees provided that if such person is the owner of the property in respect of which the information is applied for, he shall be exempt from the payment of such fees:-

1. In respect of the search of any Index to any account not in a service register	b	each	R 8.34
2. In respect of the search of any Index to an account in a service register (water, sanitation, sewage, miscellaneous debts etc.)	b	each	R 8.34
3. For the inspection of any deed, document or diagram or any details relating thereto	b	each	R 8.34

b Tariff is Standard Rated and VAT inclusive

## TARIFFS 2010/2011

4.	For the supply of any certificate of valuation or of the outstanding charges against property, except certificates referred to in Section 96 of Ordinance No. 2 of 1974 and Ordinance No. 18 of 1976	b	each	R 65.55
5.	In respect of any search for information where a fee for such search has not been prescribed by (1), (2) or (3) above	b	each	R 41.71
6	<b><u>PHOTOCOPIES</u></b>			
	A3	b	each	R 1.07
	A4	b	each	R 0.83
7	<b><u>PARKING</u></b>			
	9.11 <u>Private (Staff)</u>			
	9.1.1 Standard Bank	b	each	R 41.71
8	<b><u>OTHER</u></b>			
	Tariffs as detailed in Government Gazette No. 7224 Volume 428; No 22125 dated 9 March, 2001			
9	<b><u>ESTATES</u></b>			
	9.1 Rental - Internal	b	per m <sup>2</sup>	R 50.06
	9.2 Rental - External (Standard Bank building)	b	per m <sup>2</sup>	R 47.67
10	<b><u>TENDER DOCUMENTS</u></b>			
	10.1 Tender document Administration Fee	b	each	R 59.59
11	<b><u>CERTIFICATES</u></b>			
	11.1 Clearance certificates	b	each	R 29.80
	11.2 Valuation certificates	b		R 29.80
	a Tariff exempt from VAT			
	b Tariff is standard rated and VAT inclusive			
<b>BUILDING PLAN EXAMINATION FEES</b>				
1	<b><u>Building Plan Examination Fees: Based on Valuation</u></b>			
	The fees payable to the Council for scrutiny of building plans			
	1.1 Valuation of structures for building plan fees			
	1.1.1 Shops, dwellings and outbuildings	b	per m <sup>2</sup>	R 1,311.00
	1.1.2 Carport, lean-to, Gazebo	b	per m <sup>2</sup>	R 476.73
	1.1.3 Shade cloth structures	b	per m <sup>2</sup>	R 119.18
	1.1.4 Labourers' housing, stables, etc	b	per m <sup>2</sup>	R 715.09
	1.1.5 All other construction work not specified above (internal alterations, cladding of dwellings, underground tanks, etc)	b		
2	<b><u>Building Plan Examination Fees: Based on Valuation</u></b>			
	2.1 Valuation of structures for building plan fees			
	2.1.1 Farms: Beneficial improvements:			
	2.1.2 All buildings used for bona fide agricultural purposes: (Maximum fee of R2 000,00 per building)	b	per m <sup>2</sup>	R 1,311.00
	2.1.3 Housing for farm labourers	b	per m <sup>2</sup>	R 595.91
NOTE	Where a building plan is withdrawn, prior to its consideration by the Council, the applicant shall be entitled to a refund equivalent to 66 2/3% of the calculated fee paid			

b Tariff is Standard Rated and VAT inclusive

## TARIFFS 2010/2011

### 3 Building Plan Examination Fees: Fixed Rate

3.1 Minor building works	b	each	R 119.18
3.1 Minimum plan fee	b	each	R 119.18
3.1 Swimming-pools	b	each	R 297.96
3.1 All informal townships			
3.4.1 New dwellings	b	each	R 59.59
3.4.2 Additions	b	each	R 59.59
3.4.3 Informal housing	b	each	R 5.96

### 4 Extension of validity

4.1 Extension of time of approved building plans	b	each	R 119.18
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### 5 Service Fees

5.1 Building Control Officer	b	per hour	R 131.10
5.1 Building Inspector	b	per hour	R 113.22
5.1 Kilometre tariff: Applicable tariff as paid by Council			

## COMPUTER GENERATED PLANS

### 1 Paper

1.1 Plotter prints A0	b	each	R 28.60
1.2 Plotter prints A1	b	each	R 20.26
1.3 A3 (cut sheets)	b	each	R 9.53
1.4 A4 prints Laser & Colour	b	each	R 5.96

### 2 Film

2.1 A4 Plotter Film	b	each	R 8.34
2.2 A4 Overhead Transparencies	b	each	R 17.88
2.3 A1 Plotter Film	b	each	R 38.14

### 3 Extract of digital Data to disc (1,44 MB) first disc

First Disc	b	each	R 262.20
Second disc and thereafter	b	each	R 65.55

### 4 Search and Inspection Fees

4.1 Furnishing mapping information	b	per hour	R 65.55
b Tariff is standard rated and VAT inclusive			

## ENVIRONMENTAL HEALTH

### 1 Certificate of Acceptability

b Tariff is standard rated and VAT inclusive	b	each	R 53.63
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## PROMOTION OF ACCESS TO INFORMATION ACT

Part ii of Notice 187 in the Government Gazette on 1 November 2006

1 The fee for a copy of the manual as contemplated in regulation 5(c) is R0.60 for every photocopy of an A4-size page or part thereof.

2 The fees for reproduction referred to in regulation 7(1) are as follows:

b Tariff is Standard Rated and VAT inclusive

### TARIFFS 2010/2011

a)	For every photocopy of an A4-size page or part thereof	b	R 0.72
b)	For every photocopy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.48
c)	For a copy in a computer-readable form on -		
	i) stiffy disc	b	R 5.96
	ii) compact disc	b	R 47.67
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 26.22
	ii) For a copy of visual images	b	R 71.51
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 14.30
	ii) For a copy of an audio record	b	R 20.26
3 The request fee payable by every requester, other than a personal requester, referred to in regulation 7(2) is			
4 The access fees payable by a requester referred to in regulation 7(3) are as follows:			
(1) a)	For every photocopy of an A4-size page or part thereof	b	R 0.72
b)	For every printed copy of an A4-size page or part thereof held on a computer or in electronic or machine-readable form	b	R 0.48
c)	For a copy in a computer-readable form on -		
	i) stiffy disc	b	R 5.96
	ii) compact disc	b	R 47.67
d)	i) For a transcription of visual images, or an A4-size page or part thereof	b	R 26.22
	ii) For a copy of visual images	b	R 71.51
e)	i) For a transcript of an audio record, or an A4-size page or part thereof	b	R 14.30
	ii) For a copy of an audio record	b	R 20.26
f)	To search for and prepare the record for disclosure, <u>R15.00</u> for each hour or part of an hour, excluding the first hour, reasonably required for such search and preparation.		
(2) For purposes of section 22(2) of the Act, the following applies:			
a)	Six hours as the hours to be exceeded before a deposit is payable; and		
b)	one third of the access fee is payable as a deposit by the requester.		
(3) The actual postage is payable when a copy of a record must be posted to a requester.			
b	Tariff is standard rated and VAT inclusive		



**BUDGET DETAILS REFLECTING PRIMARY HEALTH CARE**  
**AS A CONDITIONAL GRANT**

INCOME		CDM R'000	PHC R'000	TOTAL R'000
Audited Outcome	2006/07	127,030	17,528	144,558
Audited Outcome	2007/08	195,103	20,845	215,948
Audited Outcome	2008/09	227,595	31,355	258,950
Original Budget	2009/10	304,494	43,143	347,637
Adjusted Budget	2009/10	398,440	39,954	438,394
Full Year Forecast	2009/10	384,726	39,954	424,680
Budget Year	2010/11	230,189	49,253	279,442
Budget Year	2011/12	111,495	51,617	163,112
Budget Year	2012/13	118,928	54,198	173,126

EXPENDITURE		CDM R'000	PHC R'000	TOTAL R'000
Audited Outcome	2006/07	107,677	17,528	125,205
Audited Outcome	2007/08	178,650	20,845	199,495
Audited Outcome	2008/09	201,991	31,355	233,346
Original Budget	2009/10	304,494	43,143	347,637
Adjusted Budget	2009/10	398,440	39,954	438,394
Full Year Forecast	2009/10	373,987	39,954	413,941
Budget Year	2010/11	230,189	49,253	279,442
Budget Year	2011/12	111,495	51,617	163,112
Budget Year	2012/13	118,928	54,198	173,126

## DRAFT SERVICE DELIVERY &amp; BUDGET IMPLEMENTATION PLAN 2010/11

Objective	Strategy	Key Performance Indicator (Project)	Annual Target 10/11	Department	GFS	2010/11 Account Number	Performance Milestones and Performance Redress			
							30 Sep 2010 Target	31 Dec 2010 Target	31 Mar 2011 Target	30 Jun 2011 Target
DEVELOPMENT PRIORITY 1: INFRASTRUCTURE INVESTMENT To Assist LMs to provide adequate potable water and adequate sanitation by 2010	To develop a comprehensive funding strategy with business plans To lobby for funding	Align infrastructure spending at local municipality	Violation to all LMs to explain importance, Motivate projects in IDP	Planning and Infrastructure Services	Water	-	n/a	n/a	Violation to all LMs to explain importance, Motivate projects in IDP	n/a
		Make presentation to sector departments / possible funders	4 quarterly sessions	Planning and Infrastructure Services	Water	-	1 quarterly session	2 quarterly session	3 quarterly session	4 quarterly session
	To ensure that there is an adequate bulk sustainable water source in the CDM region.	Co-funding of Jansenville treatment plant	Co-funding of Jansenville treatment plant	Planning and Infrastructure Services	Water	01 158 76119	To be determined	To be determined	To be determined	To be determined
		New-Bathesda Water Treatment Plant	To be determined	Planning and Infrastructure Services	Water	01 158 76118	To be determined	To be determined	To be determined	To be determined
		Water Upgrading of Bulk Water Supply	To be determined	Planning and Infrastructure Services	Water	01 158 78194	To be determined	To be determined	To be determined	To be determined
		Vending Upgrading of Bulk Water Supply	To be determined	Planning and Infrastructure Services	Water	01 158 78193	To be determined	To be determined	To be determined	To be determined
		Glencouer Bulk Water Supply	To be determined	Planning and Infrastructure Services	Water	01 158 76121	To be determined	To be determined	To be determined	To be determined
		Rietbron Water Augmentation & Fire Protection	To be determined	Planning and Infrastructure Services	Water	01 158 76068	To be determined	To be determined	To be determined	To be determined
		Rainwater harvesting Pousfontein	Rainwater harvesting for the Cacadu District	Planning and Infrastructure Services	Water	01 158 76129	Scope identified	First phase	Second phase	Final phase
		Completion of Section 78(1) Assessment	Selected Municipalities investigations complete	Planning and Infrastructure Services	Water	01 158 77900	Monitor Performance Consultant appointed	Monitor Performance Draft report 1	Monitor Performance Draft report 2	Selected Municipalities investigations complete final report and council resolution
	To improve infrastructure asset management	Infrastructure DMA: Alienation	Pending Transnet transfer of properties	Planning and Infrastructure Services	Planning & Development	01 157 79330	Pending Transnet transfer of properties	Pending Transnet transfer of properties	Pending Transnet transfer of properties	Pending Transnet transfer of properties
		Planning and feasibility studies	Planning & feasibility studies	Planning and Infrastructure Services	Planning & Development	01 152 76143	Consultant appointed	n/a	Draft complete	Final draft
		Electricity infrastructure in DMA	Pending Transnet transfer of funds	Planning and Infrastructure Services	Planning & Development	01 193 78700	Projects registered and designs complete	Contractor on site	Contractor on site	Contractor on site
		Water and Sanitation Projects (TAP 1)	To be determined	Planning and Infrastructure Services	Water	To be determined	To be determined	To be determined	To be determined	To be determined
		Water and Sanitation Projects (TAP 2)	To be determined	Planning and Infrastructure Services	Water	To be determined	To be determined	To be determined	To be determined	To be determined
		Upgrade Water Supply to Glencouer & Kleinpoort (MIG)	Upgraded water supply	Planning and Infrastructure Services	Water	01 158 76069	Feasibility concluded	EIA Lodged	Contractor on site	Upgrade Water supply completed
		CDM Drought relief contingency (DWAF funded)	Drought relief contingency	Planning and Infrastructure Services	Water	01 158 79790	NA	Report on development	NA	Report on development
		LED Infrastructure Assessment Support Nambo	WSDP review complete	Planning and Infrastructure Services	Water	01 158 76131	Appoint consultant	Draft Report 1	Draft Report 2	Final report
To provide effective and sustainable infrastructure maintenance plans	To improve infrastructure asset management	Kou-Kamma Drought relief (DWAF) - Additional water source	Additional water resource sought	Planning and Infrastructure Services	Water	01 158 75450	Tender process	Contractor on site	Implementation	Project complete

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To provide effective and sustainable infrastructure maintenance plans	To improve CDM roads condition	Flood Damaged Roads	Flood damaged roads complete	Planning and Infrastructure Services	Roads	01 154 75995	R 250,000	Contractors on site and proceeding to plan	Contractors on site and proceeding to plan	Contractors on site and proceeding to plan	Flood damaged roads complete. Retention stage
		Upgrade of Access Road in Wolvefontein	To be determined	Planning and Infrastructure Services	Roads	01 158 78192	R 200,000	To be determined	To be determined	To be determined	To be determined
		Riebron roads & stormwater EPWP project	Report on Maintenance	Planning and Infrastructure Services	Roads	01 202 76122	2,000,000 (M/G Funding)	To be determined	To be determined	To be determined	To be determined
	To improve housing in the LM's	Adde-Valencia	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77030	R 185,000	Service provider appointed	Execution plan	NA	Transfers
		Lofenwater PH2	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77090	R 112,500	Service provider appointed	Execution plan	NA	Transfers
		Sandrift 594	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 76072	R 51,800	Service provider appointed	Execution plan	NA	Transfers
		Stammarivier	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77130	R 106,485	Service provider appointed	Execution plan	NA	Transfers
		Willowmore	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77140	R 100,000	Service provider appointed	Execution plan	NA	Transfers
		Riebron Housing - 176 units	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77120	R 110,000	To be determined	To be determined	To be determined	To be determined
		Klipplaat Disaster	Completion of Housing Development	Planning and Infrastructure Services	Housing	01 157 77960	R 430,000	Service provider appointed	Execution plan	NA	Transfers
To promote an integration between spatial planning and transportation planning to achieve sustainable human settlements	To enhance CDM Spatial Development Framework and Integrated Transport Plan and regulate all development in accordance with plan	New-Bethesda Eradication of VIP Phase 2	Eradication complete	Planning and Infrastructure Services	Planning & Development	01 202 76123	3,450,000 (M/G Funding)	To be determined	To be determined	To be determined	To be determined
		Annual review of SDF	Approval with IDP	Planning and Infrastructure Services	Planning & Development	-	In-House	Analysis review complete	Policy directive review complete	Investment framework review complete	Approval with IDP
		Agricultural strategic investment framework	Strategic framework implemented	Planning and Infrastructure Services	Planning & Development	-	In-House	Draft strategy	NA	Strategy accepted	Strategy implemented
		GIS Server Enhancement	To be determined	Planning and Infrastructure Services	Planning & Development	01 153 78197	R 250,000	Planning and preparations	Planning and preparations	Planning and preparations	Planning and preparations
		Makana Bus Terminal	Bus terminas completa	Planning and Infrastructure Services	Road Transport	01 154 75370	R 1,912,720	Scope developed	Tender out	Contractor on site	Contractor on site
		Ndamba sportsfield	Sportsfield complete	Planning and Infrastructure Services	Sport and recreation	01 126 78146	R 300,000	Consultant appointed	Contractor on site	NA	Complete
		Existence of a sports facility at Riebron	Completion	Planning and Infrastructure Services	Sport and Recreation	01 126 78025	R 599,087	Feasibility study completed	Construction in progress	Construction in progress	Completion
		Support LM's with Supply Chain Management processes and procedures	4 LM's supported	Finance & Corporate Services	Other	-	In-House	Consulting with 4 LM's to be supported to obtain buy-in	Two LM supported	Third LM supported	Fourth LM supported
		Continual support that Audit Committees are functioning effectively	Fully effective Audit Committees	Finance & Corporate Services	Finance and Admin	-	In-House	NA	Survey of CDM and LM's in shortcomings	Develop action plans	Implement action plans
		Improve corporate governance systems, both in the district and the 9 LM's		Finance & Corporate Services	Finance and Admin	-	In-House				

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To provide infrastructure development and service delivery support to LMs	Establishment of the unemployed graduates programme	Development of By-Laws	Report on progress of programme	Finance & Corporate Services	Other	01 085 78151	R 1,000,000	10 Graduates placed in organisations	Report on progress of programme	Report on progress of programme	Report on progress of programme
	Development of By-Laws	Development of By-Laws	By-Laws developed and implemented	Municipal Manager's Office	Other	01 028 76116	R 500,000	To be determined	To be determined	To be determined	To be determined
	To improve the performance of low capacity LMs in Organisational and HR arrangements	Provision of support to low capacity LMs in Organisational and HR arrangements	All LMs	Finance & Corporate Services	Finance and Admin	-	In-house	Meet with Ikwazi, Baviaans, Camdeboo and finalisation of support programme	Implementation and review of support programme	Implementation and review of support programme	Implementation and review of support programme
	Support identified LMs with stakeholder management and public participation processes	Develop communication policies (incl. media policy guidelines) and plans at local municipalities	Communication policies available to all LM	Finance & Corporate Services	Finance and Admin	-	In-house	Generic communication policy completed and made available to LMs	NA	NA	Survey to all LMs to assess progress with implementation of communication policy
	To improve effectiveness in municipal revenue generation and financial management	Provision of assistance to LMs in respect to GAMAPP/GRAP compliance (Financial Statements) including CDM projects	Lobbying in conjunction with LMs who have provided a business plan for assistance; monitoring of LM implementation plans	Finance & Corporate Services	Finance and Admin	01 055 76030	R 596,954	Lobbying in conjunction with LMs who have provided a business plan for assistance; monitoring of LM implementation plans	Lobbying in conjunction with LMs who have provided a business plan for assistance; monitoring of LM implementation plans	Lobbying in conjunction with LMs who have provided a business plan for assistance; monitoring of LM implementation plans	Lobbying in conjunction with LMs who have provided a business plan for assistance; monitoring of LM implementation plans
	Support to LMs with financial systems to improve efficiency	GMAPP / GRAPP Training	To be determined	Finance & Corporate Services	Finance and Admin	01 028 76103	R 250,000	To be determined	To be determined	To be determined	To be determined
	Support to LMs in GMAPP implementation	Support to LMs in GMAPP implementation	To be determined	Finance & Corporate Services	Finance and Admin	01 055 76207	R 3,000,000	To be determined	To be determined	To be determined	To be determined
	Training provided to CDM and LMs with regard to Asset Register	Training provided to CDM and LMs with regard to Asset Register	GAMAPP/GRAPP compliant and Asset Registers	Finance & Corporate Services	Other	-	LM Funds	NA	Preparations made for the training	Training provided at a central venue in PE	NA
	Upgrade infrastructure (Reticion Storage and Carpet)	Upgrade infrastructure (Reticion Storage and Carpet)	To be determined	Planning and Infrastructure Services	Planning & Development	01 202 78021	R 200,000	To be determined	To be determined	To be determined	To be determined
	Develop a shared service agreement. Project to be funded by GIZ	Develop a shared service agreement. Project to be funded by GIZ	Implementation of model (if undertaken)	Planning and Infrastructure Services	Water	-	In-house	NA	LM buy-in sought (end Oct)	Draft agreement (if needed)	Implementation of model (if undertaken)
To assist municipalities in planning and implementation of infrastructure projects	Provide technical support to LMs	Water quality monitoring (in conjunction with Environmental Health) for all LMs	Monitoring in accordance with database.	Planning and Infrastructure Services	Water	01 192 78011	R 80,000	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports	Quarterly statistics and proposed intervention reports
	Connect with Cricado hardware installation within additional libraries within the District	Connect with Cricado hardware installation within additional libraries within the District	To achieve access to CwC in additional libraries	Planning and Infrastructure Services	Community & Social Services	01 152 76037	R 1,500,000	Tender document completed	Service provider appointed	Hardware acquired	Hardware installed
	Prov / LM Project Tracker	Prov / LM Project Tracker	To be determined	Planning and Infrastructure Services	Planning & Development	01 152 78196	R 200,000	To be determined	To be determined	To be determined	To be determined
	Fencing of Cornelios	Fencing of Cornelios	To be determined	Planning and Infrastructure Services	Community & Social Services	01 121 78196	R 200,000	To be determined	To be determined	To be determined	To be determined
	Provide technical support and institutional support in managing and mitigating disasters	Existence and execution of a training plan based on identified training needs at LMs in relation to Disaster and Fire	Achievement of the training plan needs	Planning and Infrastructure Services	Other	-	In-house	Training assessment completed for each LM and approved	Training commenced 2 per quarter	Training ongoing 2 sessions held	Plan updated and executed
	To promote a shared service approach for technical assistance to LMs by Sept 2010	Plan project for shared service	Implementation of model (if undertaken)	Planning and Infrastructure Services	Water	-	In-house	NA	LM buy-in sought (end Oct)	Draft agreement (if needed)	Implementation of model (if undertaken)
	Capacity building for CDRs	Capacity building for CDRs	To be determined	Municipal Manager's Office	Other	01 028 76117	R 300,000	To be determined	To be determined	To be determined	To be determined

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To increase effectiveness and promote a district-wide approach to IDPs and performance management	To assess and enhance the use of performance management at all LMs	Intensify support 3 identified LMs in implementation of the performance management system	Implementation report to Mayoral Committee	Municipal Manager's Office	Other	01 027 76977	R 663,121	Monitor Bavians and actively support 2 others	Monitor Bavians and actively support 2 others	Monitor Bavians and actively support 2 others	Monitor Bavians and actively support 2 others
	To improve LM SDFs and IDPs	Assist LMs in the development of IDPs & SDFs (in house)	Approved IDPs	Planning and Infrastructure Services	Other	01 152 76225	1,300,000.00	Analysis component complete	Development priorities and projects list complete	Integration phase complete	Approved IDPs
DEVELOPMENT PRIORITY 3: To leverage available resources to achieve investment in economic infrastructure in partnership with relevant stakeholders To achieve year-on-year economic growth by developing strategic sectors in the district	Facilitate economic infrastructure investment in strategic sectors of the district	Local Economic Development Initiative in partnership with the DBSA	Service Level Agreement signed and 3 Catalytic projects	Economic Development	Planning & Development	Grant	0 adjustment (budget to be done)	SLA signed and Steering Committee established	To be determined	To be determined	To be determined
		Tourism marketing	Marketing Strategy Implemented	Economic Development	Tourism	01 400 78124	R 3,600,000	Quarterly Progress Report	Quarterly Progress Report	Quarterly Progress Report	Quarterly Progress Report
	Coordinate tourism development and marketing in the district	Support to LM Tourism Development Program	Transfer funds as per business plan	Economic Development	Tourism	01 400 78052	R 450,000	One project per LM identified	Participation in PSC meetings & funds	Participation in PSC meetings & funds	Participation in PSC meetings & funds
		Viable managed nature reserves in the District	Private-Public Partnership (PPP) pilot plan	Economic Development	Tourism	01 400 78126	R 500,000	Quarterly Progress Report	Quarterly Progress Report	Quarterly Progress Report	PPP pilot plan
	Promote SMME Initiatives in the District	Tourism route development	To be determined	Economic Development	Tourism	01 400 78185	R 1,000,000	To be determined	To be determined	To be determined	To be determined
		Destination and sub branding signage	To be determined	Economic Development	Tourism	01 400 78063	R 200,000	To be determined	To be determined	To be determined	To be determined
		Tourism Education and Awareness	To be determined	Economic Development	Tourism	01 400 78127	R 500,000	To be determined	To be determined	To be determined	To be determined
		Natural Fibre Beneficiation	Evidence of Agave Americana trials in Camdeboo	Economic Development	Planning & Development	01 146 78204	R 1,500,000	Quarterly Progress Report	Quarterly Progress Report	Quarterly Progress Report	Quarterly Progress Report
	Partner with key players in Human Resources and skills development	SMME Support Programme	Growing SMME Sector	Economic Development	Planning & Development	01 147 78119	R 600,000	SMME research database	SMME Service Directory	SMME Training	SMME Initaba
		Agri-sector strategy (in house)	Strategy to grow the agricultural and agri-processing sectors	Economic Development	Planning & Development	01 147 78188	R 2,000,000	Situational Analysis Report	Draft Strategy	Strategy complete & adopted	Implementation Plan & Strategy roll-out
		Essential Oils	2 oil flower projects monitored and supported	Economic Development	LED	01 147 78047	R 250,000	Progress Report	Progress Report	Progress Report	Progress Report
		LED District Support	To be determined	Economic Development	LED	01 147 78189	R 500,000	To be determined	To be determined	To be determined	To be determined
To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large	Partner with key players in Human Resources and skills development	LED Projects	To be determined	Economic Development	LED	01 147 78191	R 1,000,000	To be determined	To be determined	To be determined	To be determined
		DMA Grants Initiatives	1 craft project operational in the DMA, Riebron	Economic Development	LED	01 147 78560 01 147 78173	R 500,000 R 500,000	Quarterly Report	Quarterly Report	Quarterly Report	Closed-out report
	Establishment and strengthening of municipal institutional arrangements to facilitate economic development	LED Support to the DMA	Functional Co-op	Economic Development	LED	01 147 78121	R 1,050,000	Quarterly Report	Quarterly Report	Quarterly Report	Closed-out report
		Support to Kouga Development Agency	Technical and funding support provided	Economic Development	Planning & Development	01 146 78850	R 880,000	Quarterly Report	Quarterly Report	Quarterly Report	Quarterly Report
To build appropriate internal and external institutional capacity necessary to improve integration, alignment and coordination of economic development programmes	Establishment and strengthening of partnerships between the district and other institutions, including government, institutions of higher learning, donor organisations, NGOs and the private sector	Support to BCR Development Agency	Technical and funding support provided	Economic Development	Planning & Development	01 146 78205	R 2,000,000	To be determined	To be determined	To be determined	To be determined
		Partnership with SEDA	To be determined	Economic Development	LED	01 147 78118	R 750,000	Monitor and evaluate against implementation plan; Report submitted	Monitor and evaluate against implementation plan; Report submitted	Monitor and evaluate against implementation plan; Report submitted	Monitor and evaluate against implementation plan; Report submitted



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DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES To improve the environmental health status of communities of Baviaans, Ikwezi, DMA (north and South)	Effectively manage comprehensive EHS within the designated areas (Baviaans, Ikwezi, DMA North and South)	Ensure submission of quarterly statistical report to Mayoral Committee to reflect EHS rendered in the referred to areas	Monthly status and Quarterly Mayoral Committee report by end April	Planning and Infrastructure Services	Health	-	in-house	NA	Areas monthly status and 1 x Quarterly Mayoral Committee report	Areas monthly status and 1 x Quarterly Mayoral Committee report	Areas monthly status and 1 x Quarterly Mayoral Committee report
	To promote environmental health education and awareness	Conduct education and awareness campaigns	Sessions conducted	Planning and Infrastructure Services	Health	01 192 78147	R 100,000	Education awareness program approved	2 sessions held	3 sessions held	4 sessions held
	To ensure effective communication between consumers and health professionals	Community food gardens	Productive food settlements in all DMA settlements	Planning and Infrastructure Services	Health	01 192 78131	R 80,000	Procurement of garden equipment and supplements	Established community gardens in 2 DMA settlements	Established community gardens in 2 DMA settlements	Established community gardens in 2 DMA settlements
	To monitor the quality of EHS and develop strategies to address short-comings	Link environmental health to other stakeholder structures	MNNU Advisory Committee, Food Control Regional Committee, DWAF meeting attendance (EHP's and EHM)	Planning and Infrastructure Services	Health	-	in-house	NA	Minutes of meetings that have taken place reflecting attendance	Minutes of meetings that have taken place reflecting attendance	Minutes of meetings that have taken place reflecting attendance
To improve the environmental health status of communities of Baviaans, Ikwezi, DMA (north and South) (cont)	To monitor the quality of EHS and develop strategies to address short-comings	Improve and implement an administrative system to effectively receive and manage complaints	Functioning of improved system	Planning and Infrastructure Services	Health	-	in-house	Complaints register and reduce incidents	System improved to flag complaints	Functioning of system - reports generated	Functioning of system - reports generated
	To regulate negative environmental conditions relating to waste and pest control	To monitor relevant food outlets within the identified areas so as to ensure that food complies with acceptable micro and chemical standards through 4 tests in each area	4 tests in each area (Baviaans, Ikwezi, DMA North and South) and respective CCOs for all complaint outlets	Planning and Infrastructure Services	Health	-	in-house	1 test in each area plus respective certificate of compliance	1 test in each area plus respective certificate of compliance	1 test in each area plus respective certificate of compliance	1 test in each area plus respective certificate of compliance
	To monitor water quality being supplied to said communities	Improve water quality in the DMA	90% of samples tested, passed	Planning and Infrastructure Services	Health	-	in-house	30 samples taken, only 3 failures	30 samples taken, only 3 failures	30 samples taken, only 3 failures	30 samples taken, only 3 failures
	To monitor water quality being supplied to said communities	To design and implement action plans to address non-acceptable food quality through education and awareness campaigns	4 campaigns completed	Planning and Infrastructure Services	Health	-	NA	First campaign conducted	Second campaign conducted	Third campaign reported	Fourth campaign completed
To effectively monitor and jointly manage environmental health services in the local health services of Kwaq, Kwaq, Kwaq, Camdeboo, BCR, Makana, SRV and Ndabambo as per a PPSLA agreement with the relevant local municipalities	Monitor and jointly manage EH services in the areas of the relevant Local Municipalities	Monitoring of Local Municipalities Financial Expenditure Reports, Quarterly reports and Monthly statistics through acquiring of each LM's quarterly reports	Financial expenditure, statistics and quarterly reports received from 7 LMs	Planning and Infrastructure Services	Health	-	in-house	Quarterly report with associated recommended interventions	Quarterly report with associated recommended interventions	Quarterly report with associated recommended interventions	Quarterly report with associated recommended interventions
	Support to LMs in the development and submission of Budget allocation	Ensure that budgets for 7 Local Municipalities are developed annually	Budgets drafted for the 7 LMs	Planning and Infrastructure Services	Health	-	in-house	Env. Health status quo assessment per LM	Align budgets to needs as reflected in status quo report	Budgets approved	NA
To improve the health status of the community as per the principles of the district health system model	To provide Comprehensive Primary Health Services at each service point	Annually provide to ECDH the findings of an audit of the components rendered under PHC at each sub clinic (8 MHS, 13 KHS, 4 CHSD) as per the PPSLA to ensure conformance to the signed PPSLA	Annual assessment completed	Health	Health (PHC)	-	in-house	NA	NA	NA	Assessment completed and item forwarded to Maycom

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To monitor the quality of PHC services to address shortcomings	To monitor the quality of PHC services to address shortcomings	Report to Mayco Committee on the status of the quality assessment of PH services at all 70 service points (includes seconded Stoyderville and Kipplaat clinics)	Report to Mayco annually on status of quality assessment conducted x 70: 23 MHSD; 23 KHSD; 24 CHSD	Health	Health (PHC)	-	in-house	NA	NA	NA	Item to Maycom
								NA	NA	NA	NA
								NA	NA	NA	NA
								NA	NA	NA	NA
Promote voluntary testing and counselling amongst the inhabitants of the CDM area of jurisdiction	Maintain voluntary counselling and testing services in clinics	Motivate for adequate funding to maintain operations post 30 June 2009	Funding motivated for	Municipal Manager's Office	Health	-	in-house	Communications	Communications	Communications	Funding motivated
								Communications	Communications	Communications	Communications
								Communications	Communications	Communications	Communications
								Communications	Communications	Communications	Communications
To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV & AIDS prevention and safe practices	Ensure training of Ingcibis and amakhankas in safe health practices	Partnership with Province in training of Ingcibis and amakhankas in safe health practices	Effective training conducted	Planning and Infrastructure Services	Health	01 192 78900	R 50,000	List of registered Ingcibis and amakhankas in CDM	Assessment report on training	Planning for training	Training conducted
To build institutional capacity within the municipalities to effectively respond to HIV & AIDS	Inculc under-standing and insight into HIV & AIDS as a cross-cutting issue (main-streaming)	District World AIDS day celebration	World AIDS Day celebrated	Municipal Manager's Office	Community & Social Services	01 034 79150	R 250,000	Planning and preparations	Celebration of World AIDS Day by CDM	NA	NA
To mitigate disasters in the Cacadu district	To develop integrated institutional Capacity for Disaster Management within CDM	Establishment of a standing item on Disaster Management at the CDM management meeting in stead of an inter-departmental meeting	4 submissions	Planning and Infrastructure Services	Public Safety	-	in-house	Item per quarter	Item per quarter	Item per quarter	Item per quarter
To provide effective fire fighting in the district	Assistance to Local Municipalities	Establishment of contingency plans and disaster management policies	4 teams	Planning and Infrastructure Services	Public Safety	-	in-house	Establishment of task teams discussed at the OMAF and members back to health identified	Task for task teams finalised	2 task teams in place (each scalette area)	4 task teams in place (each scalette area)
To provide effective fire fighting in the district	Assistance to Local Municipalities	Implementation of contingency plans and disaster management policies	4 Drills per annum	Planning and Infrastructure Services	Public Safety	-	in-house	Team established	1st exercise	2nd exercise	3rd exercise
To provide effective fire fighting in the district	Assistance to Local Municipalities	Fire training to fire services personnel	Training of 7 Fire Fighters	Planning and Infrastructure Services	Public Safety	01 113 77390	R 500,000	Tender for service awarded	Training of FF1 and 4 Hazmat	Training of 3 FF1 and 3 Hazmat officials	Training of 4 FF2 officials
To provide effective fire fighting in the district	Assistance to Local Municipalities	Purchase of fire fighting equipment for LMs	Fire Equipment for Fire Truck	Planning and Infrastructure Services	Public Safety	01 113 76112	R 1,000,000	Quoties finalised	Equipment procured	Equipment delivered	NA
To provide effective fire fighting in the district	Assistance to Local Municipalities	Purchase of Hazmat truck for Paterson	Delivery of truck	Planning and Infrastructure Services	Public Safety	01 113 78208	R 1,300,000	To be determined	To be determined	To be determined	To be determined
To provide effective fire fighting in the district	Assistance to Local Municipalities	Purchase of Hazmat clothing	Clothing purchased	Planning and Infrastructure Services	Public Safety	01 113 78211	R 300,000	To be determined	To be determined	To be determined	To be determined
To provide effective fire fighting in the district	Assistance to Local Municipalities	Fire Education and Awareness campaigns	Supply and delivery of material to 10 schools	Planning and Infrastructure Services	Public Safety	01 113 78209	R 500,000	5 schools visited and workshops held with LMs	7 schools visited and workshops held with LMs	Schools to be visited	10 schools visited and workshops conducted at 3 LMs
To provide effective fire fighting in the district	Assistance to Local Municipalities	Ngweba Safety Rehabilitation	To be determined	Planning and Infrastructure Services	Public Safety	01 118 78203	R 1,000,000	To be determined	To be determined	To be determined	To be determined
To provide effective fire fighting in the district	Assistance to Local Municipalities	Construction of Fire Breaks (Kwakamma)	To be determined	Planning and Infrastructure Services	Public Safety	01 113 76128	R 50,000	To be determined	To be determined	To be determined	To be determined

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To ensure mainstreaming of designated groups through integrated planning in the Cacadu District		Poterson Integrated Emergency Services Centre	To be determined	Planning and Infrastructure Services	Public Safety	01 113 78020	R 5,000,000	To be determined	To be determined	To be determined	To be determined
		Restoration of Fire Hydrants District Wide	To be determined	Planning and Infrastructure Services	Public Safety	01 113 78201	R 300,000	To be determined	To be determined	To be determined	To be determined
		Promote effective fire fighting	Host 4 workshops at LM's	Planning and Infrastructure Services	Public Safety	-	In-house	1 workshop at LM	1 workshop at LM	1 workshop at LM	1 workshop at LM
To ensure mainstreaming of designated groups through integrated planning in the Cacadu District	Creating linkages with role-players	Forecast employment opportunities at planning stage of projects for the purpose of providing projected training needs (to ensure that appropriate skills are available and can be taken advantage of)	Established process of information dissemination	Municipal Manager's Office	Community & Social Services	-	in-house	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination
	Facilitate access to funding for business initiatives and empowerment	Upliftment of groups through business and SME development	Established process of information dissemination	Municipal Manager's Office	Community & Social Services	-	in-house	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination	Sourcing of opportunity areas and inclusion in forum agendas for dissemination
	To ensure the activities of the district are guided through Policy framework	Public participation	To be determined	Municipal Manager's Office	Community & Social Services	01 028 76101	R 200,000	To be determined	To be determined	To be determined	To be determined
To ensure mainstreaming of designated groups through integrated planning in the Cacadu District		Policy development	To be determined	Municipal Manager's Office	Community & Social Services	01 028 76105	R 120,000	To be determined	To be determined	To be determined	To be determined
		Empowerment of people with disabilities	To be determined	Municipal Manager's Office	Community & Social Services	01 029 78610	800,000	To be determined	To be determined	To be determined	To be determined
	Create an awareness of cultural diversity	Development of Youth	To be determined	Municipal Manager's Office	Community & Social Services	01 029 78220	R 900,000	To be determined	To be determined	To be determined	To be determined
To promote the principles of moral regeneration		Women Empowerment	To be determined	Municipal Manager's Office	Community & Social Services	01 029 78620	R 900,000	To be determined	To be determined	To be determined	To be determined
		Monitor and maintain the effectiveness of the Forums in the District	4 meetings held for each Forum	Municipal Manager's Office	Community & Social Services	-	in-house	1 meeting per Forum (3 meetings)	2 meetings per forum (6 meetings)	3 meetings per Forum (9 meetings)	4 meetings per (12 meetings)
		Host events and activities within the district (Commemoration days)	3 commemoration days hosted	Municipal Manager's Office	Community & Social Services	01 029 78380 01 005 78028	R 500,000 300,000	Women's Day	NA	Human Rights Day	Youth Day
To promote the importance of law enforcement institutions		Awareness programmes at schools	Talks taken place	Municipal Manager's Office	Community & Social Services	-	in-house	NA	Planning meetings	Campaign at schools	NA
		Municipal By-laws review	To be determined	Municipal Manager's Office	Community & Social Services	01 028 76106	R 100,000	To be determined	To be determined	To be determined	To be determined
		Technical Town Planning Assistance to LM's	Project management, quarterly updates & weekly turn-around of invoices	Planning and Infrastructure Services	Planning & Development	01 152 78195	R 750,000	To be determined	To be determined	To be determined	To be determined
Revenue enhancement project	Implementation of the new MPRA	Implementation of the new property rates valuation roll	4 LM's supported	Finance & Corporate Services	Finance and Admin	-	in house	undertake needs survey	meet with LM's to develop appropriate strategies	Implement strategies	Implement strategies
	Assist with dealing with Audit Exceptions	No repeat audit exceptions	4 LM's supported	Finance & Corporate Services	Finance and Admin	-	in house	develop a template	arrange a workshop	resolving issues in AG's report (management letter)	resolving issues in AG's report (management letter)
	Revenue enhancement project	Development of system for the protection of revenue	4 LM's assisted	Finance & Corporate Services	Finance and Admin	-	in house	plan for a workshop	arrange a workshop	Implement system	Implement system



**KOUGA DEVELOPMENT AGENCY****PARENT MUNICIPALITY BUDGET 2010/2011**

<b>INCOME</b>		<b>1,728,000</b>
0020/000	Cacadu Grant	864,000
0030/000	Kouga Grant	864,000
<b>EXPENSES</b>		<b>1,728,000</b>
<b>Staff Costs</b>		<b>554,702</b>
2160/090	Performance Bonusses	249,943
2160/700	Leave payout	72,360
2200/000	Staff recruitment	32,400
2160/010	Salaries: CEO	14,256
2160/030	Salaries: Land & Planning Manager	9,825
2160/040	Salaries: Executive Manager	4,548
2160/050	Salaries: Receptionist / Office Manager	1,669
2160/060	Salaries: Financial Manager	3,535
2160/070	Salaries: UIF Co Contribution	17
2160/080	Salaries: SDL	17
2160/800	Salaries: Cell Allowance	4,355
2160/100	Salaries: Medical Aid Contributions	57,600
2160/110	Salaries: Provident Fund	104,179
<b>Directors' Activities</b>		<b>112,320</b>
1115/030	Directors Travel & Accommodation	112,320
<b>Operational Costs</b>		<b>222,952</b>
1060/000	Office Cleaning	28,080
2170/000	Subscriptions	5,400
1090/000	Consulting Fees	60,000
<i>Repairs and maintenance</i>		
2060/000	- Telephone	11,746
2130/000	- Office Repairs	14,904
2060/000	- IT Maintenance	19,440
2180/000	Staff training	60,000
2240/010	Staff travelling	21,600
1070/050	Computer expenses	1,782
		<b>700,000</b>
7500/000	VAT on IDC grant	700,000
3810/000	Meetings and workshops	43,200
2240/100	Audit Committee Meeting - travelling	6,000
<b>CAPITAL EXPENDITURE</b>		
5100/000	Media facilities (Boardroom)	58,320
5200/000	Furniture and Fittings	30,506
		0